



College AND UNIVERSITY Business

OCTOBER 1952: Romance of Fund Raising * Tuition Payment Plan * Investment Trust Accounting * Master Calendar * New Menu Form * Student Labor Survey * Employee Suggestion System



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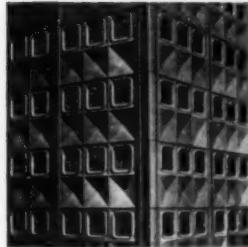


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James K. Quay

JAMES K. QUAY, vice president of Princeton Theological Seminary, who discusses the romance of raising funds on page 19, has had a full and varied career. An ordained minister, he spent 28 years in Egypt, 10 of these years in educational and evangelistic work with the American United Presbyterian Mission, and 18 years with the Y.M.C.A. in Cairo. In the latter position he helped launch club work for underprivileged boys in the cities, a movement that later spread to hundreds of peasant villages all up and down the Nile River. In 1946 Mr. Quay visited Ethiopia and interviewed Emperor Haile Selassie and by this means laid the foundation for the Y.M.C.A. work now operating in that country. Since 1948 Mr. Quay has been vice president of Princeton Theological Seminary with special responsibilities for promotion and public relations. . . . PAUL B. SELZ, business manager and associate professor of mathematics at Parsons College, Fairfield, Iowa, has carefully outlined on page 24 the "pay-as-you-study" plan now in operation there. This subject is of timely interest in view of some of the regulations of the new G.I. Bill of Rights. Mr. Selz has been in his present position since 1947, but first joined the college staff in 1942.



D. I. McFadden

DUNCAN I. MCFADDEN, controller of Stanford University since 1945, expresses on page 26 his opinion as to whether accounting's function is that of a system of records or a means for providing instruments of managerial control. He had extensive experience in commercial accounting in California and the state of Washington before joining the Stanford University staff seven years ago. He is active in organizations for accountants and is a director of the Kiwanis Club of Palo Alto. He is proud of a family that includes a son and two daughters.



Scott Wilson

SCOTT WILSON, principal food service manager of the University of California at Berkeley, on page 49 describes a menu form that he has found successful in his university food service operations. He has been a member of the university staff since 1932 and has been feeding and housing students during that time except for a five-year intermission when he was in the army handling the feeding of troops at the Los Angeles Staging Area. His main professional interest is devising new ways to provide good food quickly and cheaply for hungry students. His avocation—a consuming interest in golf.



Marjorie Knapp

MARJORIE KNAPP, food production manager of Duke University dining halls, submits on page 50 her study on determining turkey yield costs. Miss Knapp is a graduate of the institutional management course of Cornell University and she later interned at the residence halls of Indiana University. She was dietitian at Rochester General Hospital, Rochester, N.Y., before going to Cornell, and prior to that had been assistant supervisor of dining halls at Western Reserve University, Cleveland.

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Questions and Answers

Management Survey

Question: We are contemplating a contract with a management counseling firm for the purpose of making an analysis of our institution. How should we proceed in order to receive the maximum benefit from the services of this organization?—B.K., Ohio.

ANSWER: Colleges and universities generally are organized on a nonprofit basis and it is recognized that no exact standards or norms exist with which effectively to measure educational excellence or the end-value of the product. However, colleges and universities must expend a substantial amount each year for services necessary to maintain the instructional, research and extension program.

These areas of service, which include administrative services, general institutional services, operation and maintenance of the physical plant, and the operation of residence halls and dining halls and other auxiliary enterprises, should be operated in a businesslike manner. Principles of good business management are as applicable to these supporting services in a college or university as they are in a commercial or industrial organization. It is in these areas that a management engineering firm can render a genuine service to an institution.

The following points may be considered in planning for a study by a management engineering firm:

1. The scope of the proposed study should be clearly outlined. This is of utmost importance and should constitute a part of the contract or agreement with the consulting firm. The scope may include a review, analysis and recommendations with respect to (a) organization and administration, including the organization of the governing board and its relationship to the chief executive, other administrative officers and faculty members, and the duties and responsibilities of officers of administration; (b) business operations and fiscal management; (c) general institutional services, such as print shops, repair shops, transportation services, central stores and laundries; (d) operation and maintenance of the

physical plant, utilization of space and plant expansion, and (e) operations of dining halls, residence halls, bookstores, cafeterias, union buildings, and other self-supporting enterprises.

2. The governing board, chief executive, administrative officers and faculty should be fully informed regarding the purpose and scope of the study. Complete cooperation is essential and all pertinent information should be made available to representatives of the consulting firm.

3. Definite dates should be established for the completion of the study. Periodic progress reports should be requested by the institution.

4. A final oral report by the firm may well supplement the written report. The written report should contain specific recommendations for improvement in areas that have been studied. The report may contain suggested procedures, forms and flow charts, but the survey itself does not usually include systems installation.

Generally speaking, the management engineering firm will not be concerned with the actual curriculum of a college or university. However, it may be entirely appropriate for the firm to direct attention to the various areas of instruction and research as they may be related to the original charter of the institution or to broad aims or objectives set forth by the governing board or the chief executive. It also may be appropriate for the consulting firm to review the administrative organization of the academic program in order to suggest organizational changes that may promote efficiency.

A survey by a management engineering firm is no panacea for all of

the problems confronting any college or university. However, such a survey can be most helpful provided the governing board, administration and the faculty are open-minded and receptive to suggestions that are made. A worthwhile saving may be effected in the area of supporting services not directly related to the instructional program of the institution. This possible saving or an improvement in management that will produce greater value for dollars expended is sufficient to justify the cost of the survey by a competent firm that has had experience in the field of colleges and universities or similar types of organizations.—RAY KETTLER, controller, *Purdue University*.

Improving Communications

Question: What can be done to improve communication between employes and their department head?—W.B., Ohio.

ANSWER: I have found that frequent staff meetings in which the department head does not do all the talking but allows time for staff members to raise questions and express their opinions are effective means for ensuring mutual understanding and cooperation between the supervisor and the staff. In any department, the thing to be desired is for the group to work as a team. This calls for each staff member to be fully aware of the purposes and objectives of the department. This can be done in both group and private conferences. Also, each staff member should have some understanding of the nature and importance of the work being done by every other member in the group. This may be procured by encouraging an interchange of ideas among the staff members.

Finally, the college department head, through his sincerity and integrity, must merit and receive the respect of every staff member if he is to have their utmost cooperation toward the attainment of their common objectives.—GERARD BANKS, bursar, *College of Puget Sound*.

If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE and UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill.

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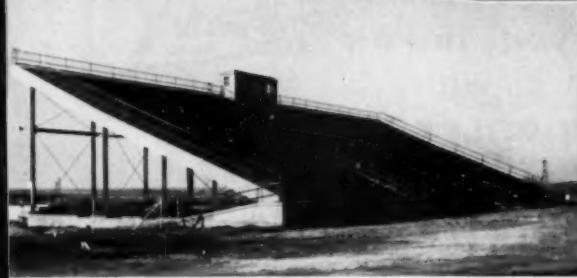
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This firm, Crotty Brothers, Inc., has specialized in food service management since 1930. Its main aim: to keep *everybody* happy, finds particular fulfillment in schools and universities because Crotty Brothers manages not only to keep students happy about the meals they eat, but also to keep bursars happy by relieving them of administrative detail.

Ten regional supervisors, each of whom works directly with dining hall operators in his region, constantly make sure that the efficient, high quality standards of Crotty Brothers are maintained, and help these operators with any problems that arise. School administrators can relax from the tedious burden of unnecessary administrative detail, knowing that the complete resources

of Crotty Brothers' organization and experience stand back of their food service.

STEADY FLOW OF NEW IDEAS

Because of its contacts in so many different areas, Crotty Brothers is able to overcome one hazard that so often hampers dining hall operation: monotony. Crotty Brothers prepares no *master* menu but plans, instead, in terms of local food preferences. On the other hand, dishes that have proved popular in other schools are

often introduced into the local menus thus acting as a welcome "spark."

WRITE FOR DETAILS

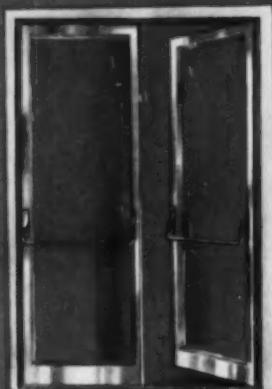
If you have not already received detailed information on Crotty Brothers Food Service Management, may we suggest you drop us a line direct? We will be glad to show you how your own food service can lead a charmed life. Crotty Brothers, Inc., 137 Newbury St., Boston, Massachusetts. Operating in 16 States and 45 Cities.

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SINCE 1930...THE FOOD SERVICE MANAGEMENT THAT

keeps everybody happy

new for narrow stile
doors - specify



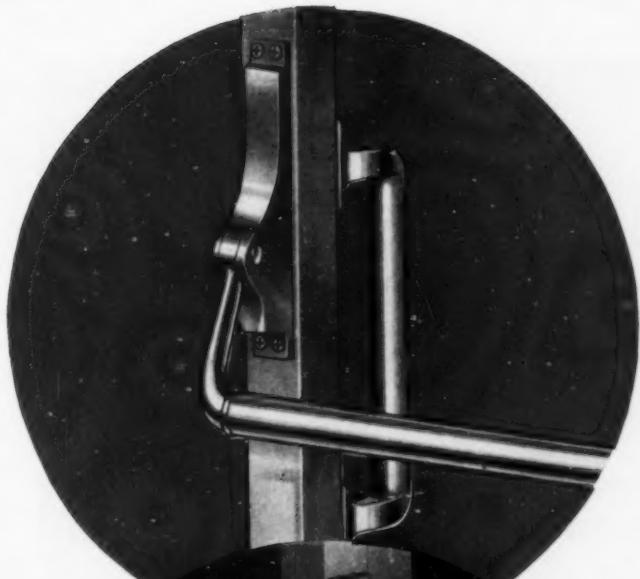
Von Duprin
NC
Narrow Concealed
Exit Devices

- Wherever plans call for doors with narrow, hollow stiles, there's a need for Von Duprin NC exit devices!

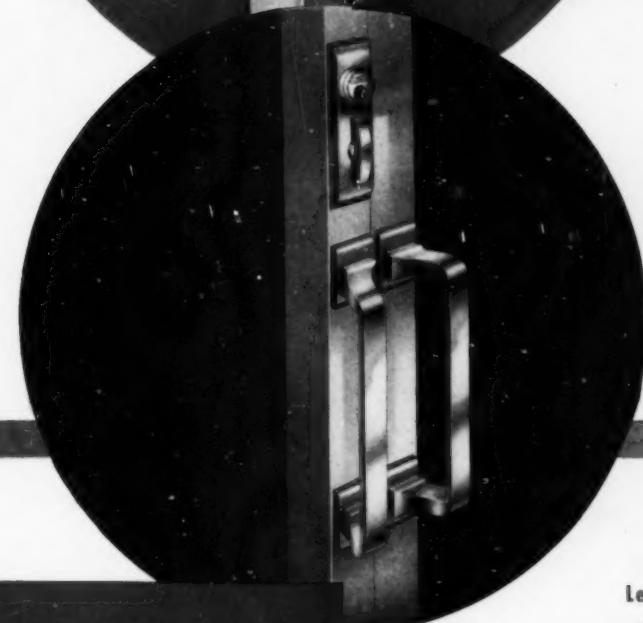
These reversible, spring-actuated devices—with the vertical rods concealed within the hollow stiles—are applicable to single or double doors. Only requirements are that the stiles have an outside dimension of at least $1\frac{1}{4}$ " square and an inside dimension of at least $1\frac{1}{2}$ " square.

Like all Von Duprin devices, the type NC is easy to install, requires virtually no maintenance, and is quality-constructed to last a lifetime. The mechanism is precision-made and foolproof; pressure anywhere along the crossbar instantly releases the latches and opens the door.

So for any door—whether it's a daily thoroughfare or an emergency escape—install Von Duprin exit devices . . . and be sure of "the safe way out."



INSIDE TRIM



OUTSIDE TRIMS

Check these NC features!

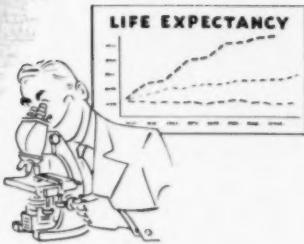
- All bronze.
- Drop forged cam and lever arms.
- Crossbar X-Bar reinforced.



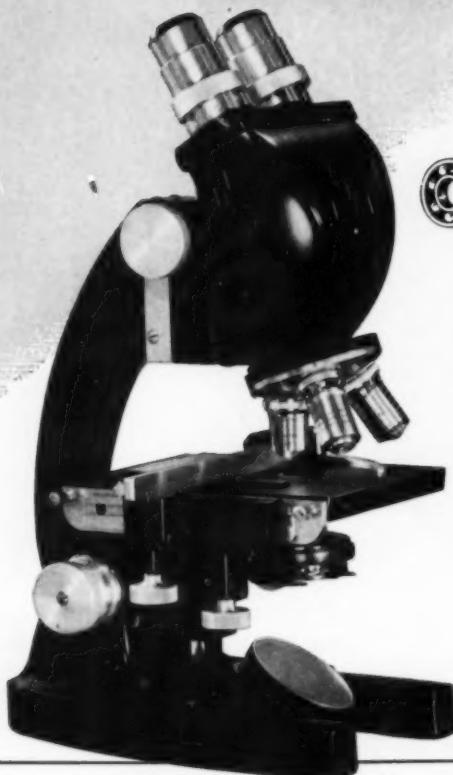
Let a VON DUPRIN "Exit Specialist" call on you. There's a Von Duprin representative or a Von Duprin contract hardware distributor near you. These men have had many years of experience in exit planning, and will be happy to bring all the facts on Von Duprin devices right to your desk. Get acquainted with the Von Duprin "Exit Specialist" in *your* area. For his name, write:

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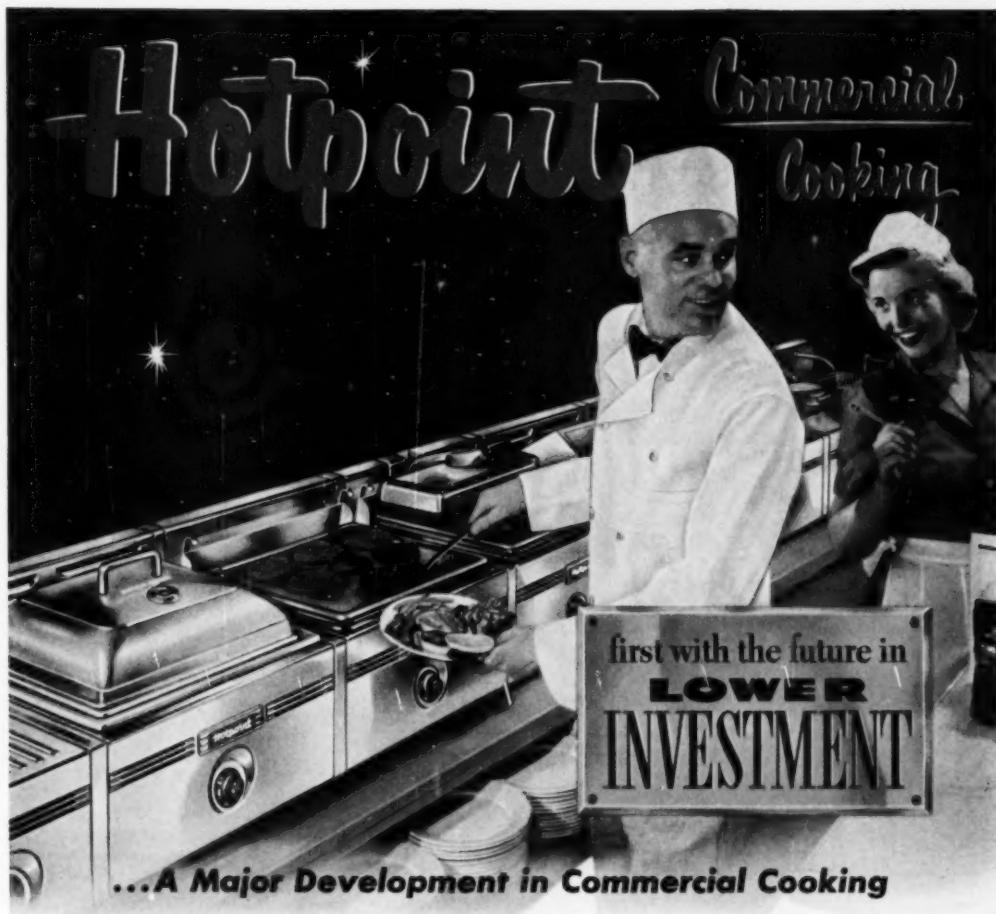
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FIRST COST IS LOWER because Hotpoint

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OPERATING COST IS LOWER because all-electric cooking uses less than half as much heat as less efficient

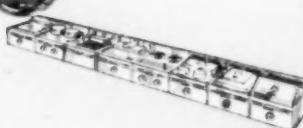
methods . . . requires less than half the maintenance . . . eliminates food waste through exact, efficient heat control . . . gives bigger output through greater speed.

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WILL CORPORATE GIVING SOLVE COLLEGE DEFICITS?

F. EMERSON ANDREWS

Russell Sage Foundation



CORPORATIONS HAVE RISEN TO SUDDEN PROMINENCE in the field of philanthropy. Their "gifts and contributions" as reported to the Bureau of Internal Revenue leaped from a level of \$30,000,000 in the late Thirties to a plateau of more than \$200,000,000 in every year since 1944, with the probability that 1951 exceeded \$300,000,000.

In the past, business has invested substantial sums in colleges, but chiefly for projects closely related to the corporation's own interests. These have included conducting research and granting research fellowships and scholarships for employees or their children, subsidizing courses of special value to employees, supplying teaching materials that also have advertising values, hiring professors as part-time consultants, contributing to the construction or equipment of laboratories. Much of this cooperation has been helpful, making it possible to widen the college program; but little of it has been of direct aid to today's critical problem, the deficits being incurred by most liberal arts colleges. Some of these expansionist activities have even increased the deficits.

Corporation support for colleges was a subject ardently pursued at the 1952 meetings of the Association of American Colleges and the American Council on Education, and in 11 states new statewide college funds and foundations have been organized, principally for corporation solicitation. Will this glittering vision of corporate support prove only another mirage or a fruitful oasis in the financial desert?

Russell Sage Foundation's newly completed survey, "Corporation Giving," suggests caution. The survey, reflecting 1950 giving, shows a low level of educational support. Forty per cent of the corporations in our sample did not give money to education in any form. Contributions of small corporations to education were nearly negligible; amounts they did report under "education" went in greater degree to agencies promoting "the American way" than to scholarships, fellowships, research in colleges, and collegiate institutional aid combined.

Corporations of medium and large size gave more to education, with the medium sized companies often contributing to the critical general expense budget of a local college and with the larger companies concentrating their educational giving on research, with

modest amounts for institutional aid, scholarships and fellowships.

If the percentages found in our sample can be applied to the total giving of corporations, then on a \$300,000,000 base corporations may be giving close to \$50,000,000 annually to colleges, distributed in somewhat this fashion: \$8,000,000 for scholarships and fellowships, \$19,000,000 for research, and \$23,000,000 for outright institutional aid. Only the \$23,000,000 item substantially helps ailing budgets, and this is less than 2 per cent of the colleges' educational and general income.

One of the problems was given point in a conversation I had recently with the person in charge of giving for one of America's largest corporations. Said this man:

"Yes, we're heartily in favor of contributions to colleges. But we've given not one penny. Why? There are some 1200 private colleges. We have employees and distribution centers in all 48 states. How can we know which colleges are good and which should be let die? . . . If we help one, the other 1199 will be at my desk next week, mad as hornets."

Corporation gifts should not be relied upon as an easy and complete answer to the present budget problems of liberal arts colleges. Efforts must be intensified in the directions of larger alumni funds, gifts from individuals (the reported demise of the large-income giver was much exaggerated), careful consideration of student fees, curriculum revision, efficient management. Then, added to these other measures, a program for stimulating corporate gifts may pull many colleges through present difficulties.

Top business leaders do not need to be convinced that business has a stake in higher education. The National Association of Manufacturers itself has declared that "business enterprise must find a way to support the whole educational program—effectively, regularly and now." But checks will seldom be written without personal solicitation. For the national corporation, the difficulties of evaluation and choice must somehow be resolved. The statewide college funds are a step in that direction.

Though its promise has been exaggerated, corporation giving to higher education is already substantial, and it can be increased.

Looking Forward

Federation Business

IF BLOWING UP A STORM IS EVIDENCE OF THE virility of an organization, the National Federation of College and University Business Officers Associations is well on the way to becoming a rousing success.

As was evidenced in a vigorous letter to this magazine last month, there has been a feeling on the part of some that the federation overstepped its authority in its "unqualified endorsement" of the Teague bill for G.I. education. Irrespective of the fact that the federation was probably on the right side of the fence in the discussion, it can be properly argued that action on matters of controversial nature should require a polling of the constituent membership before a position is taken that might be challenged in embarrassing fashion. Likewise, communications of protest to others should be signed as individuals representing their local colleges and not as officers of a regional association unless that association also has been polled on the issue. What is sauce for the goose is sauce for the gander.

Irreparable damage has not been done in airing the conflict between the Federation of College and University Business Officers Associations and one of its constituent member associations. The conflict does point up, however, the advisability of improving procedures and technics of communication between the constituent groups in order that the best interests of the vast majority of the institutions of higher education can be served in a spirit of justice and equity. College business officers need a device for making articulate their needs and objectives in governmental debate and negotiations. The effectiveness of this voice is in direct proportion to the extent that it is truly representative of its constituency.

From the Bookshelf

SOME COLLEGE ADMINISTRATORS HAVE SEIZED ON THE idea of corporate giving as the solution to all their financial ills. As Emerson Andrews has pointed out on the preceding page, such optimism is ill-founded and will represent a real disappointment to those who view it as the complete answer.

Apropos of such matters, two books have been published in recent weeks that might serve as philanthropy guideposts through the corporate forest. "The Manual

of Corporate Giving," edited by Beardsley Ruml and published by the National Planning Association, should be studied by every college executive charged with the responsibility of corporate solicitation for gifts to his institution. The book is written for the corporation executive and was prepared in response to many requests from business executives and private individuals for guidance on the practical "do's" and "don'ts" of corporate contributions to educational, scientific and welfare activities. The answer to "How should recipient organizations be chosen?" ought to suggest some clues to a harried college president in determining his "pitch" in soliciting a corporation.

"Corporation Giving" by F. Emerson Andrews, published by the Russell Sage Foundation, is the outgrowth of a need for more information in this field. The book is divided into three sections: Section I presents the facts of corporate giving and its historical development; Section II deals with beneficiaries, existing agencies and resources, and the ways in which corporations are already lending support or might help; Section III deals with legal problems and tax factors of corporate giving. The book has been carefully prepared and gives evidence of significant and substantial research.

"Problems of College and University Administration," published by the Iowa State College Press, represents the collaboration of two former college presidents, Frank L. McVey and Raymond M. Hughes. The authors touch on more than a hundred aspects of college administration they met while in office for a collective period of 56 years as president of four institutions of higher education. The book discusses what is expected of the president and even touches on the rôle of the president's wife. It also suggests how an undesirable president can be removed! Relationships with the board of trustees, problems of general administration, the status of students and their relation to the college, the alumni, and a wide variety of other subjects make the volume a storehouse of helpful suggestions. Several sections are shot through with shafts of humor that make for real entertainment.

Administrators are inclined to complain that they don't have time to read the books they know they should read. If they desire to become better administrators they can ill afford such neglect.

The prospective donor should be invited to special events as a building block in the structure of good will.



The romance and the technic of

RAISING MONEY

JAMES KING QUAY

Vice President
Princeton Theological Seminary
Princeton, N.J.

RAISING MONEY IS VERY MUCH LIKE fishing, and it can be just as exciting and interesting. Many of its demands are much the same, and its rewards and disappointments often are as unpredictable. I write this article not because I know all the answers but because, for most of my life, both in America and abroad, with varying degrees of success, I have been charged with the task of raising funds for a number of causes. One of the incidental rewards has been a host of friendships I would never otherwise have formed.

The most important element in the whole venture is the money raiser himself. He must possess optimism,

imagination, tact, patience, resourcefulness, persistence, a sense of humor, and an inexhaustible capacity for hard work. He must believe in himself; he must believe in his cause; he must believe in people; and, if he would maintain a spirit of courageous enthusiasm, he must believe in God.

Here are some simple and homely principles that I have found personally very helpful:

1. Don't beg. Your own self-respect is an absolutely indispensable asset. If when you approach your prospect you go "like the galley slave,

scourged to his dungeon," better not go. If you are apologetic, your prospect will sense it as quickly as you do the attitude of the beggar on the street, and his reaction will be exactly that of yourself to the beggar. He may give you a "nuisance contribution" as you give the beggar a dime, to ease his conscience and to get rid of you, but his gift will be commensurate neither with your cause nor with his ability.

2. Never forget the basic law of influencing human behavior: "The gardener does not lay down the law to the rosebush; the rosebush lays down the law to the gardener." The preacher, the teacher, the politician,

or the money raiser who really understands and follows this principle will need no textbook on how to do the job. You are the gardener, your prospect is the rosebush. It is he and not you who "calls the tune" through every stage of your solicitation. Next to maintaining your own self-respect is the cultivation of respect for the man you approach.

This means, in the first place, that you must learn all you can about the man before you approach him—his enthusiasms, his prejudices, his giving ability, his giving habits, the particular features in your cause which he may not like as well as those that are likely to appeal to him, the friends he has or the people he respects who already support your work. It means, in the second place, that you will credit your prospect with being a man of generous impulses. "Mr. Blank, I have called to see you because I feel sure you believe in the service we are doing. I also feel sure that you will want to give your generous support. Now, whether or not you are able to do so is not my affair. My task is to present the need and the opportunity and to ask that you give the case your unhurried and sympathetic consideration." The first interview should probably terminate on this note.

CREATE ENTHUSIASM FOR CAUSE

3. Avoid, if you possibly can, a quick response, for it will either be "no" or negligible. The purpose of your early interviews is not to get money, but to build the confidence of the prospect in yourself as a person, and to create within his mind interest and enthusiasm for the cause you represent.

4. Don't be discouraged if the answer is "no." It generally is, especially if you are seeking a substantial sum. This may come with quick decisiveness even at the first interview. No man with a high sense of stewardship is likely to have uncommitted amounts awaiting his disposal; rather, he is promised ahead for a year or more. The wise money raiser will not argue, but be quick to agree with the reasonableness of this position, and then start laying the foundation for a gift later on. Indeed, often it is good strategy to make it easy for your prospect to say "no." He will be much more likely to say "yes" on a later occasion than if you use pressure.

5. Be alert to the opportunities for friendly and constructive cultivation.

The first interview, regardless of apparent lack of results, may become a priceless foundation. The imaginative and friendly person will instinctively know what to do. The invitation to special events, the social contacts, the good word spoken by a mutual friend, the letter of thanks for the interview, the literature to follow up the initial call, all these are the building blocks in the structure of good will without which no gift will be forthcoming.

I have suggested literature to follow up the initial call because, in my experience, it is better to take no printed matter on the occasion of the first interview. I find it is a distraction rather than an aid and takes the edge off the personal quality of the meeting. Moreover, the follow-up literature sent after the call reinforces the approach and gives an opportunity for writing to the prospect.

INTRODUCTION IS IMPORTANT

6. Arrange for a personal introduction. This is a "must." A telephone call or a letter from you as a total stranger requesting an interview is almost certain to get negative results and to "burn over the ground" for a more tactful approach. Somehow a friend of the prospect must be found to pave the way for you with a personal word, a telephone call, or a letter. It may take a year to find the proper person to help in this manner, but the time will not be wasted.

Personally, I much prefer not to ask the friend to accompany me for the interview. He will be much more reluctant to go than to telephone or to write. Furthermore, his presence is likely to put the prospect on the defensive because of the two-against-one approach and because of the implied pressure of the friend. It also can be a definite hindrance to the money raiser in making his case.

Never underestimate the importance of the polite lady in the outer office. Her friendly interest may do more for your cause than any other influence.

7. Be sure you try to "sell" the right thing. You are interested in your institution; your prospect is much more likely to be interested in the youth whom your institution is serving. Base your appeal on his interest rather than yours. This applies not only to your personal presentation, but to all your publicity, and is a striking illustration of the principle of the gardener and the rosebush. Nothing is so likely to awaken inter-

est and enlist support as well told human interest stories of young people you have trained who are doing outstanding service in the world. "To make money immortal, invest it in life."

8. Be tactfully persistent. There are only two possible answers to your quest. Stay with the case until you get one of these answers. Don't allow the appeal to die a slow death because of delay or neglect on your part. If the answer is "no," be sure the prospect really means it before you quit. Many a gift has been lost because the worker's interest began to wane just as the prospect's interest was beginning to rise.

9. Make your appeal concrete. People usually don't like to give to a general budget. The scholarship, the support of a department, the erection of a building or a portion of a building, all can be presented imaginatively and attractively. Many people like to make their gifts in the form of a memorial. If money to pay a debt must be raised, try to remove the curse by tying it in with an appeal for constructive advance.

10. Keep the prospect list growing. Your alumni, your trustees, and the persons already contributing to your cause, if properly cultivated, will provide a list of prospects that will keep growing faster than you can reach them. Frequently the person who gives you the name is also the ideal one to help you get an interview.

SATISFACTION IN GIVING

11. Don't take money for nothing. Leave no stone unturned to help the donor experience the spiritual satisfactions which large hearted giving should bring. Visit him or write him occasionally when your purpose is not to get something from him, but to share with him the joy that you experience in seeing the youth you have trained adventuring in the great task of making a better world. "Next to leading a man to give his heart to Christ," says John R. Mott, "perhaps the greatest service you can render him is to influence him to give his money to the advance of God's kingdom on earth." At the risk of having my motive misunderstood, I should add that there is no finer cultivation for continued and increased giving by the donor than this sharing with him the joy that you find in your cause.

12. Don't overlook foundations and corporations. This is a unique and

Never underestimate the importance of the polite lady in the outer office. Her friendly interest may do more for your cause than any other influence.

increasingly important resource for substantial gifts, and the approach is somewhat different than that to individuals.

Foundations in America are multiplying at an incredible rate, as a result, in considerable measure, to the desire on the part of wealthy individuals and families to put their wealth beyond the reach of the tax collector. This money has to be given away and some of it may be yours for the asking, provided your cause falls within the range of interests for which the particular foundation was established. Many of the larger foundations are listed and their objectives described in "American Foundations and Their Fields," VI and VII, edited by Rich and Deardorff, Raymond Rich Associates, 30 East Twenty-second Street, New York 10, and "American Foundations for Social Welfare" by Harrison and Andrews, published by Russell Sage Foundation.

After you have determined that a certain foundation has made grants to or is interested in institutions such as yours, the initial approach is not difficult. There is a secretary whose business it is to receive such requests. He usually is quite approachable and will tell you whether or not your case will qualify for consideration, and, if so, he frequently will advise you as to the statement of your appeal.

A specially prepared brochure is extremely important and will be well worth its apparently prohibitive cost. It should not have the appearance of having been printed for general distribution, but should be of de luxe nature with special binding, possibly the loose-leaf type, with pages protected by plastic covers. These should contain illustrations and a general description of your institution, to be followed with a telling statement of the particular cause for which you are appealing. A printed or mimeographed and audited statement of your finances should accompany the brochure, also a catalog and other attractive printed promotional material. Finally, and most important, a letter of one or two pages should carry the appeal and make request for a specific grant.



Foundations frequently like to make their gifts conditional on a similar sum being raised from other sources in a specified time. A letter asking for such a conditional gift often is effective.

Most important of all, it is exceedingly useful to reach each member of the board of trustees of the foundation before your case comes up for action. Foundation boards try to discourage this sort of thing, lest the members be overwhelmed by interviews from all and sundry who are making appeals. The fact remains that your case will get better attention if it has been made the subject of a tactful approach to each member of the board. Discover individuals in the groups mentioned in paragraph 10 in "American Foundations and Their Fields," VI and VII, who know board members and who will be willing to say a good word for your case in person or by telephone or letter.

USE SAME TYPE OF APPEAL

Corporations are allowed tax exemption on gifts up to 5 per cent of their profits. They are generally more limited in their giving interest than are foundations, usually confining their gifts to (1) their immediate geographical location, or (2) institutions giving specific training or conducting special research in the field of their

particular industry. Boards of directors and officers of corporations are listed in "Poor's Manual," which is to be found in larger libraries and banks. In general, the same type of presentation and personal appeal should be used as suggested for foundations.

While I have written the foregoing with the large giver in mind, the same basic philosophy applies to the small contributor who sends in a few dollars each year to help in the essential task of supporting the current budget. It will be physically impossible for you to see these people one by one, but you can devise publicity that will extend your appeal, and you can enlist countless friends, particularly from the groups mentioned in section 10 of "American Foundations and Their Fields" who, if drawn into your partnership, can keep the list of small givers growing. Each money raiser, by using his imagination, will develop his own pattern for a continuous campaign to multiply his co-workers. And don't forget that the small giver deserves the same degree of appreciation and sense of participation as does the man who gives thousands. Indeed, his gift may be made at the greater sacrifice.

I have only one final word: The money raiser who follows the law of the gardener and the rosebush will find his task rewarding in every sense of the word.

Coordinate your activities program with a

MASTER CALENDAR

FRANK NOFFKE

Director, A.S.S.C.W. Activities and
Wilson Compton Union
State College of Washington

SUSAN DANIELS

Social Adviser, A.S.S.C.W. Activities
State College of Washington
Pullman

A CENTRALIZED SCHEDULING SYSTEM of all college community activities on the campus is fundamental to a coordinated activities program. It provides a healthy balance between the academic and activity loads for students. Such a system provides an impartial clearinghouse for all events; it supplies the college community with advance notice of the events to come, and, if conducted well, is indirectly a source of excellent public relations.

The scheduling of campus events would be made easy and virtually free of conflicts if all groups would record the time-and-place information for all their meetings and events on the same master calendar. It would be easy, then, for all groups to see the scheduling problem and the far-reaching effect of conflicts and thoughtless planning on so many. A master scheduling system is mandatory.

There is a great positive effect of activities scheduling on all phases of college and university business in the good relationships, lower costs, and prevention of lost motion for most departments, both business and academic, that systematic scheduling can provide. Without it, the headaches (always present) exist in multiples.

The chief headaches are conflicts. Events held at the same time do not necessarily constitute one, and a careful look at the over-all problem begins to eliminate the discord. The common conflicts are:

1. Obviously, the holding of events or meetings at the same time and place.
2. Two or more events of a similar nature, drawing upon the same groups, held at times so close that suf-

ficient interest in both cannot be supported.

3. Events with seriously overlapping advertising and publicity campaigns.

4. Events, e.g. teas, held at the same time in such number as to prevent good attendance at each function.

A great aid to resolving conflicts is the contact between the students and other persons with the administrative staff member or student supervisor who is responsible for the master calendar. The latter are essential to the functioning of a coordinated scheduling system. Advising contacts are made easy when the master calendar is astutely located. It is just as important that faculty members and departments schedule on the master calendar, since, often, faculty sponsored affairs draw upon the same individuals and groups for participation, leadership and attendance; as, for example, in the case of departmental plays, convocations and open houses.

Advance planning on our campus begins in the early spring, and is the time for the initial planning of the coming school year's calendar. From the activities center, letters are sent to departments, to living groups, to clubs and organizations, requesting all of their planned functions, whether tentative or permanent, whether small or large. A deadline is set for these first returns. While some follow-up is necessary, tardy organizations find that they must be satisfied with the available dates left after the calendar has been set.

A student-faculty scheduling committee meets frequently during the lat-

ter part of the spring to arrange the master calendar for the coming year to the best advantage of everyone. Tentative requests must indicate a first, second and third choice. The committee then selects one of these dates. Most dates are made permanent by the committee before school is out in June, and the applicants are notified of these dates.

All of this preliminary work is done on a small portable master calendar, showing the entire 12 months broken down into days. This portable calendar frequently is referred to during the course of the year at various committee meetings, both student and faculty.

Located in the activities center is the giant-sized master calendar made in three large wall sections. This master calendar is divided into the 12 months with a 4 by 6 inch card for each day. These daily cards are divided into three sections, one side for meetings, one side for social events, and the entire bottom of the card for events "of interest to everyone." A simple code gives informational details.

Twice a day, entries are made on these master calendar cards from individual request cards. Therefore, it is possible for anyone at any time to walk to the calendar and see, at a glance, the activities on campus—by the hour or by the day. Persons planning an event have automatically become accustomed to checking this master calendar for possible conflicts.

It is necessary to keep forms and the number of trips around campus, needed in planning a function, to a minimum. Therefore, two sets of request cards are available: one for social events, one for meetings and/or speakers. These cards are available in the activities center; they must be returned to this office and be approved by a designated staff member or student before they are placed on the master calendar as officially scheduled. Only their initials are valid. The approval or disapproval of a function of any type lies solely with the activities center, acting for the student activities board, which establishes certain of the college policies concerning student activities.

There is a weekly deadline for scheduling all events. This is necessary because of the printing schedule of the widely circulated weekly calendar of events. Thus, if activities are scheduled on time, free publicity may be obtained by the group. The faculty bulletin is also dependent upon this master cal-

endar deadline for most of its listed activities. A certain amount of inconvenience involves the student who schedules late; thus tardiness is at a minimum.

In establishing the master calendar system, we have striven to publicize it, *first*, as a service to the students, faculty, administration and townspeople because of the information it offers, and, *second*, as a means of carrying out the college requirements of scheduling.

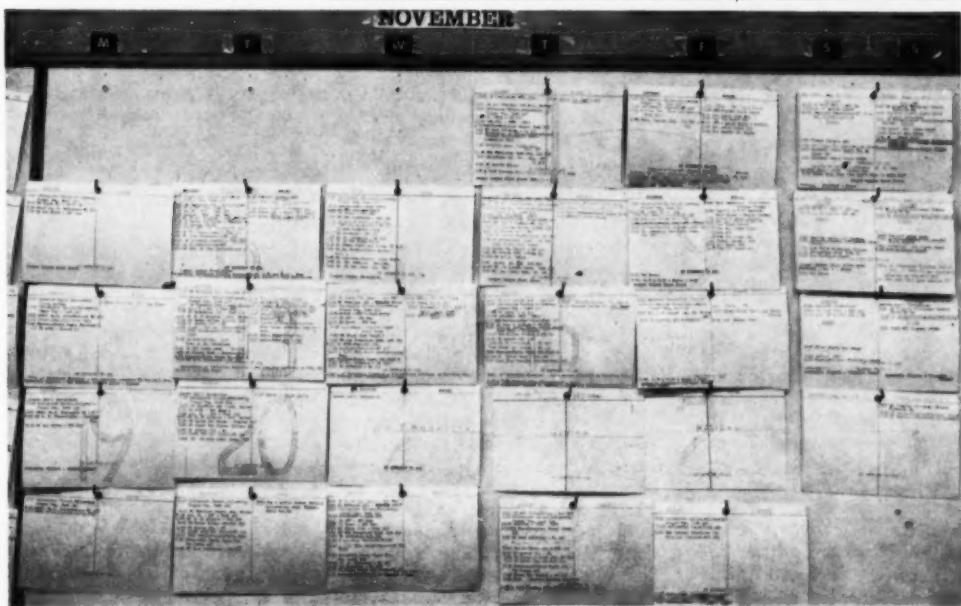
We felt a need to familiarize the students and those others concerned with the process of scheduling as it will be in the new college union building, now being completed. The activities center, there, has a permanently built-in and indirectly lighted master calendar in a location where scheduling will be seen as an important function by all who visit the third floor of the union building. Therefore, the temporary master calendar was built two years ago. During the trial period, we were able to eliminate many difficulties and to smooth out the general operation of scheduling.

Top: Master calendar used on experimental basis for three years. **Right:** Master calendar date card with its simple code showing type of activities scheduled on January 1. **Below:** Month's activities at a glance.



		BUSINESS	SOCIAL
8:00	RM	Cosmopolitan Club YMCA	8:00 P-co Stimson Hall at Whelan Orange
4:30	RM & Elec.	Phi Beta Kappa Holland 220	9:00 F-c Acacia
7:30	BM	Throttlejockey Flying Club Activities Cen.	9:00 F-c ADIX & ATO
7:30	RM	Outing Club Sci. 207	9:00 D-sf Lambda Chi Alpha
7:30	RM	University Dames TUB 210	1:00 P-s DDD & Sigma Chi
7:00	RM	Buzz & Bleking WG 115	11:15 Serenade TKE to DZ, Wilmer, KAT.
4:20	BM	Westminster Found. TUB 220	

OF INTEREST	TO ALL
9:00 - 6:00 Orton Room ASSCW Class	Elections
3:30, 6:30, 9:30 Todd Aud. YMCA Movies	"Tap Roots"
7:30 Holland Conference Room United Nations discussion group	
8:00 TUB Monte Carlo Dance	



THE NEED FOR AN INSTALLMENT plan for tuition and fees has become more acute for students at Parsons. In the last five years tuition has risen 40 per cent, the total of various fees has risen 100 per cent, and board and room have risen 35 per cent.

Four-fifths of Parsons' students come from homes within 50 miles of Fairfield, or from Fairfield itself. It is the unusual farm or small town family that can accumulate cash reserves large enough for a college education. Many students come planning to earn from one-half to two-thirds of the cost in part-time jobs and in summer vacation work. Last year 195 deferred payment agreements were entered into, or nearly half of the student body paid the cost by this method. This proportion will surely increase with the new G.I. scholarships under Public Law 550.

Parsons, as most colleges, claims that all tuition, fees, board and room are due at the time of registration. But necessity has modified this policy and led the business office into deferred payments as one method of maintaining enrollment. Deferred payments, however, have brought a multitude of collection problems and misunderstandings of the requirements in payment.

The prospect of veteran students enrolling under the new G.I. bill, which encourages installment payments, makes it essential that a more carefully formulated plan be devised and one that will put all students on the same financial footing. The following plan went into effect September 1 of this year.

FOUR ELEMENTS TO PLAN

The plan has four elements: the charges, the cost of installments, the formal contract, and the collection methods.

College costs are divided into the two categories: items that are refundable and those that are not. The division is justified upon the basis of the kind of service rendered. All items are acceptable to the installment program except books and supplies. To be eligible for an installment contract a student must make a payment of 33 1/3 per cent of all items. Nonrefundable items, such as matriculation fee, student activity fee, health and insurance fee, will not be considered in any

PAY-AS-YOU-STUDY PLAN

works well at this small college

PAUL B. SELZ

Business Manager
Parsons College, Fairfield, Iowa

adjustment because of withdrawal; the refund policy as stated in the college catalog will govern.

A schedule of the various charges on a semester basis follows:

Matriculation fee	\$ 5.00
Tuition	175.00
Lab. and/or art fees	5.00
Student activity fee	13.00
Health and insurance fee	10.00
Board	180.00
Men	58.50
Room	67.50
Women	5.00
Breakage deposit	
	\$451.50
	or
	\$460.50

Thus a student must have a minimum of 33 1/3 per cent of this amount, approximately \$150, and about \$20 for books and supplies, or a total of \$170 in cash, at the beginning of each semester to be eligible for an installment contract. The remainder would be paid within the semester and installments would average \$76 per month. A student who does not board or room at the college would need \$70 plus \$20 for books, or a total of \$90, to register. Monthly installments in this case would average \$35 for four months.

During the past several years a deferred payment fee of 3 per cent per semester has been charged on any unpaid balance 30 days after registration. Under the new plan this charge will be dropped and a discount of 2 per cent will be extended for cash payment within 30 days of registration. The 3 per cent charge per semester of four and one-half months under the old plan was really a charge of 8 per cent per year, while the new discount of 2 per cent is a savings of 5 per

cent per year to the student. A rough calculation of the cost to the college of the old deferred payments, which included writing of the agreement, collection statement, counter time, bookkeeping and letters to delinquents, was about \$5 per agreement. The average deferred fee was \$5.10. It is not expected that either of these figures will change materially.

The formal contract, Exhibit A, will be completed by each student applying for the installment plan. It divides the balance after the 33 1/3 per cent payment into four equal installments, with the last installment to be made before the semester examinations begin. Should a student be unable to complete the installments within the semester, then the contract may be changed to a promissory note, which must have a co-signer. Under this arrangement the time for payment may be extended beyond the current semester. However, both the installment contract and the promissory note are at the discretion of the college business office and are dependent in part upon the judgment of the business officer.

FITS VETERANS' SCHEDULES

Because the installment dates fall on or about the 20th of each month, veteran students will be able to fit the same schedule of payments as other students. This assumes the maximum of 20 days allowed the Veterans Administration for payment under P.L. 550.

To facilitate collection, the following methods will be tried out this year.

1. Monthly statements will be sent to each student about 10 days before an installment is due.

PARSONS COLLEGE INSTALLMENT CONTRACT																													
Number _____																													
I contract to pay to Parsons College \$ _____ in _____ installments as follows:																													
\$ _____ on _____	\$ _____ on _____																												
\$ _____ on _____	\$ _____ on _____																												
I agree that should any payment become delinquent my registration may be cancelled and that all claims whatsoever against the college are waived.																													
Signed _____ Date _____ PARSONS COLLEGE By _____ Business Manager																													
►Installment Contract Regulations on other side.																													
<table border="0"> <thead> <tr> <th style="text-align: center;">CHARGES</th> <th style="text-align: center;">DEDUCTIONS</th> </tr> </thead> <tbody> <tr> <td>Matriculation Fee \$</td> <td>Honor Scholarship Loan \$</td> </tr> <tr> <td>Tuition \$</td> <td>Grant-in-aid \$</td> </tr> <tr> <td>Lab. or Art Fee \$</td> <td>Work Credit \$</td> </tr> <tr> <td>Student Activity Fee \$</td> <td></td> </tr> <tr> <td>Health & Insurance \$</td> <td></td> </tr> <tr> <td>Breakage Deposit \$</td> <td></td> </tr> <tr> <td>Board \$</td> <td></td> </tr> <tr> <td>Room \$</td> <td>Total Deductions \$</td> </tr> <tr> <td>Practice Teaching \$</td> <td></td> </tr> <tr> <td>Music \$</td> <td></td> </tr> <tr> <td>Total Charges \$</td> <td>Net Charges \$</td> </tr> <tr> <td>Total Deductions \$</td> <td>Down Payment \$</td> </tr> <tr> <td>Net Charges \$</td> <td>Balance for Installments \$</td> </tr> </tbody> </table>		CHARGES	DEDUCTIONS	Matriculation Fee \$	Honor Scholarship Loan \$	Tuition \$	Grant-in-aid \$	Lab. or Art Fee \$	Work Credit \$	Student Activity Fee \$		Health & Insurance \$		Breakage Deposit \$		Board \$		Room \$	Total Deductions \$	Practice Teaching \$		Music \$		Total Charges \$	Net Charges \$	Total Deductions \$	Down Payment \$	Net Charges \$	Balance for Installments \$
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Above: Installment contract. Below: Regulations on reverse side.

INSTALLMENT REGULATIONS	
<ol style="list-style-type: none"> 1. Installment Contracts require a $\frac{1}{4}$ down payment. Books and supplies cannot be included in an installment contract. 2. All installments must be paid before admission to final examinations. 3. In case of withdrawal, the Refund Policy in the catalog will apply in any adjustments. 4. Class attendance will not be permitted after an installment is 10 days overdue, without special arrangement with the Business Office. 5. Students employed by the college must apply $\frac{1}{2}$ of each salary check against their contract, if they have one. 	

2. A grace period of 10 days will be permitted. Permission to attend classes will be withdrawn at the end of the grace period unless special arrangements are made with the business office. The day following a delinquent installment, a notice will be sent. The "special arrangements" are presumed to be a satisfactory explanation to the business office with an extension of time or completion of the promissory note.

3. Collection of notes will follow the present procedure of notices 10 days before due date, and a series of letters to delinquents, withholding of transcripts of credit, and finally legal process.

This plan has some disadvantages to the college. First, a student might complete registration and attend for several months and then drop out without completing payments or executing the promissory note. The risk

is not a new one, for most colleges already have some uncollectible accounts from this source.

Second, there is the extra clerical work involved in servicing installment payments. This seems to be unavoidable under the new federal scholarship plan, so it might as well be extended to all students.

Two advantages of the plan seem probable. The first advantage is enabling more young people with a minimum of accumulated reserves to enroll and attend college. This is in the modern trend of obtaining all types of equipment and service through installment buying. The second advantage may be to the college in the spreading out of its income. More careful budgeting is called for in large expenditures, but the spreading of income is inviting because the heaviest educational costs—salaries—are paid monthly.

An alternative to the whole plan outlined is that of arranging for local banks to grant loans to students. The banks then would pay the college all of its charges. Interest at 6 per cent might be charged by the bank. This plan has several advantages to the college:

First, it would relieve the business office of the paper work in granting the contract and its collection. In the second place, it would set up a different psychological relationship between the student and the college. The student now owes the bank and not the college. It is assumed that dealing with a bank puts a stronger feeling of obligation upon the student borrower. The third advantage is the educational experience of a student's going to a bank and asking to borrow.

One great disadvantage, however, accompanies the second advantage listed, and that is the strong feeling both parents and students have against borrowing money from a bank for educational expenses. Most students would rather not enroll if they must borrow. Installment payments are borrowing, too, but it doesn't seem to arouse the same opposition that going to a bank and signing a note does. At this time it appears to be a difficult project in education to reverse this feeling on the part of students and their parents.

Banks would require the college to guarantee notes and to make some deposit as security. They do not feel that the interest on many comparatively small loans is sufficient to justify the clerical work involved.



ACCOUNTING — *Should it serve as a system of records*

or as an aid to management?

THE RECOGNITION OF ACCOUNTING as an important phase of modern management has grown rapidly during recent years. The unusual growth in the financial complexity of business since the turn of the century and the many requirements placed upon business by governmental bodies have quite naturally resulted in a rapid development of accounting. The recognition by management, however, of the importance of accounting has come largely from within each business organization and has been due in large part to the need to interpret management decisions in terms of dollars.

The primary function of accounting has always been to install and to maintain an adequate system of records and accounts, and this function grew in importance and complexity with the financial growth of business. Allied closely with this basic function is that of control of assets represented by the amounts in the records and of the income and expense resulting from the operation of the business. Without relaxing in performance of these functions, accountants in recent years, particularly those at the top level, have been required to perform another and very important function, that of serving as a tool of management in various phases.

RECORDS AND ACCOUNTS SYSTEM

Any accounting system should be set up so that all receipts and disbursements, whether in cash or property, are so recorded that the purpose of the transactions and the effect upon the business organization are clearly identified. The transactions must be classi-

fied in such manner that the appropriate charge or credit to assets, liabilities or funds, income and expense is reflected in the accounts.

The accounts must be sufficiently detailed that the separation of the four major classifications named will supply enough information to enable the accountant to prepare financial statements from the accounts. In referring to financial statements, it should not be inferred that only the printed statements prepared for trustees or for public consumption are involved. All statements, even though informally prepared and reflecting the activity of, or the status of, a relatively small segment of the whole financial picture, should be available from the accounts with a minimum of search or analysis.

ENTRIES SHOULD BE CLEAR

It is not enough that the dollar effect of an accounting transaction is correctly entered in the right account. All accounting entries should be clearly explained or readily understandable not only in the light of current conditions and not only to the person preparing the entries but so that in later years another accountant unfamiliar with the conditions surrounding the transactions could readily understand the entries.

The accounts may be kept on a *cash basis*, an *accrual basis*, or on a *combination* of the two, depending on how these bases best fit the uses to which

DUNCAN I. McFADDEN

Controller, Stanford University
Stanford, Calif.

the figures taken from the accounts will be put.

In addition to the requirement that the accounts be designed to record the effect of business transactions, an important function of accounting is that it provide the proper safeguard of funds of the organization. This would include the establishment of an adequate system of internal control so that income to which the organization is entitled, and assets which are acquired, are satisfactorily recorded and preserved, and that funds entrusted to or established by the organization are properly expended or handled.

In designing the system of records and accounts, including the establishment of accounting procedures for the handling of transactions, care must be taken that the system is not so finely drawn that more effort or expense is involved than is justified by the needs of the organization. Oftentimes the criticism is leveled at the accounting department by management and others in the organization that the accountants spend too much time in keeping cost data and other unnecessary accounting information. Sometimes the criticism is justifiable and the extent to which the accounting system is expanded should be carefully watched.

AS AN AID TO MANAGEMENT

The day by day processing of financial transactions is, of course, a vital and necessary part of every business

organization. Except, however, for these basic functions, a vital and important responsibility of the accounting department in any organization is as an aid to management. The accounting department in performing this function is primarily a service organization, and each employee should consider it as such. Each procedure in the department should be designed with the thought in mind: "How can this be done to present to the management the tools needed to help administer this organization?"

Charles A. Heiss, former controller of the American Telephone and Telegraph Company, who was the Dickinson lecturer for 1942-43 at the Harvard Graduate School of Business Administration, stressed the importance of accounting in administration in those lectures. He said in part:

"Any idea that [the accounting department] is merely responsible for checking receipts, auditing payments, preparing journal entries, and drawing off income statements and balance sheets for a corporation and ensuring their integrity is correct only in part. . . . Under modern development, no accounting department rises to its highest usefulness until it becomes—within its own proper field, of course—a fact analyzing and fact interpreting department."

QUOTE FROM BOOK

Much has been written in the past few years on the function of accounting as an integral part of top management. One of the best series of articles on the subject is contained in a book published in 1950 by the Controllership Foundation titled "Controllership in Modern Management." In the chapter on Controllership's Contribution to Executive Management, David R. Anderson, treasurer of W. B. Saunders Co., says:

"Notwithstanding the urgent and obvious need for 'management information service,' it has taken some years for the concept of controllership as an aid to executive management to reach its full development. . . . [The] failure on the part of the controller to rise quickly to his new opportunities can unquestionably be attributed in the main to the responsibilities and the tradition which he has inherited from the past. He is a lineal descendant of the 'head bookkeeper' of the gaslight era and the 'chief accountant' and 'auditor' of the pre-World War I generation, who were primarily concerned

with keeping records for the protection of corporate property and, later, with the preparation of income tax returns and compliance with other governmental reporting requirements. These are in themselves important and difficult tasks, and their importance and difficulty have increased with the growing size and complexity of business and the increasing regulation of business by governmental agencies. In many companies the greater part of the accountant's time and energy has been required to cope with the expansion of basic accounting records and organi-

zation. It would be impossible to list all of the ways in which accounting can serve management. Many of management's problems are peculiar to the local organization and because members of management personnel do not have the same abilities in each organization a problem that in one instance may require the assistance of accounting may in other circumstances be solved without those services.

It is possible, however, to describe the general manner in which accounting can serve as a part of the management team. This service can, I believe, be broken into two parts, depending to some extent on the management organization. First, there are many facets of any business enterprise that the accountant can make understandable by the use of figures. In listing these, the accountant need only to place himself figuratively in management's chair, picture in his mind the complex problems that he knows constantly require management attention, and see how information that can be developed from accounting data would be helpful in those situations.

WAYS OF SERVING MANAGEMENT

One common and practical way in which accounting can serve management is in the presentation of current operating figures in comparison with budgeted or estimated amounts. Another way is in developing cost data, the operating figures being used but developed into percentages or unit costs when related to other costs, income or statistics. If the accountant seriously puts his mind to the problem, he will find many ways in which management can utilize financial statements, charts, graphs, statistics and other accounting data in the efficient and economical management of his institution.

In developing these management aids, it is important that the accountant remember that his training and experience have been in the use of and the understanding of figures but that in all probability the person for whom he is preparing his data has not had that background. Even if he has a natural or developed ability to understand figures, a busy executive has a tendency to lay aside voluminous reports or those that require time and thought to digest.

To be of real use financial data should be concise and in easily readable language. All figures that are of no material consequence should be



zation; the establishment of adequate procedures for the control of property at new locations or in larger operations. . . . Such problems cannot be put off; they must have immediate attention; furthermore, they are definite and tangible, something to 'sink one's teeth into,' and, perhaps for that reason, the individual who has the temperament and the technical training and experience required in accountancy often tends, consciously or unconsciously, to prefer them to the broader or more elusive problems of the management service function.

"From the standpoint of sound business organization it would seem almost self-evident that the chief accounting officer is the logical person to assume responsibility for providing management with the information it needs to plan and control operations. It is his duty to construct and maintain the basic records of the business, in which the results of all operations are recorded and summarized; and, because he has no line operating responsibility, he is in a position to report and interpret objectively the data available in those records. . . . The need of modern management for information service has given the accountant who can demonstrate executive ability the opportunity to step out of his specialized and somewhat narrow field and become an active member of his management group."

grouped or left out and those of concern should be rounded out or otherwise kept simple so they may be easily and quickly grasped and retained.

The second way the accountant can serve management is to become a member of the management organization and thus to advise and counsel wherever his background and accounting ability can be useful. It often is desirable to have the chief accounting officer present at conferences or committee meetings, even though his presence may be just as a good listener. It will help materially if he is right "in the middle of the puddle," for he will have a better understanding of administration's problems and needs. This means of serving management is as important as the first, but is purposely listed second, because the accountant may find it difficult to sell his services in this respect to management. If, however, he can demonstrate his usefulness by performing the functions first outlined, he will be more readily accepted as a member of the management team.

SYSTEM NEEDS REVISION

In adapting our ways and our accounting systems to serve as a tool of management, many of us will first have to do some system revision work, for in this function college and university accounting is far behind commercial accounting, where the profit motive is ever present. John Dale Russell in Chapter III of his book "The Finance of Higher Education" says of this deficiency:

"Most accounting systems are set up so as to provide reasonably satisfactory safeguards for the funds of the institution, but in a large number of colleges and universities the accounts are not organized to meet the second requisite, provision of the information needed for educational administration. Accounting systems have in many instances in the past been installed by experts from the commercial field, who have had little or no idea of the types of information that should be supplied for administration purposes in a college or university. Furthermore, a surprisingly large number of college presidents and deans have little conception of the manner in which financial information might be used and hence have not sought to influence the organization of the accounting system in the direction of providing the desirable data."

INVESTMENT TRUST ACCOUNTING

can easily be applied to the

POOLED FUNDS OF COLLEGES

CHANDLER H. FOSTER

C.P.A., Chandler H. Foster & Co.

Boston

THE PRACTICE OF POOLING CERTAIN
funds of endowed institutions has become so widespread as to need no justification in respect to its legality or desirability. The principal difficulty involved in the administration of such pooled funds has been the fair relative treatment of bequests and gifts received at various points of economic cycles.

For an example, a gift of \$100,000 at the low point of a cycle is more valuable over the indefinite future and is entitled to more recognition than a gift of \$100,000 at the high point of a cycle. The logical way to give expression is to give a greater portion of the annual income earned by the investment pool to the former gift than to the latter gift.

It may be argued by some that so long as all of the income inures to the institution, whether to one department or to another, no attention need be paid to this situation and that income may be distributed on the basis of the dollars contributed regardless of the economic value of the dollars. In my opinion, however, that method of income distribution benefits one department at the expense of another and, as a matter of equity between funds or between beneficiaries, precludes the possibility of pooling any fund that may be subject to later withdrawal from the pool, such as a fund temporarily functioning as endowment, building funds or funds sub-

ject to annuities, the principal of which may be later expended.

Heretofore, some institutions have attempted to recognize the inequity by the use of complicated algebraic weightings of the respective funds for purposes of income distribution. It appears to me, however, that the problems are solved easily and equitably by adapting the present generally accepted accounting practices of open-end investment trusts to the pooled funds of endowed institutions.

Briefly stated, those practices require the appraisal of the investment portfolio whenever new shares are issued or old shares are retired, in order to determine the "share value" at the time of the transaction. Shares are sold to or bought from the public at prices based upon that share value, after adjustment for commissions or "loading charges," which adjustments may be ignored for the purposes of this article.

THREE DISTINCT COMPONENTS

The share value, determined by computing the assets at market value, deducting the liabilities and dividing the difference by the number of shares presently outstanding, represents three separate and distinct components: (1) amounts paid in on shares outstanding, (2) realized gains or losses on sales of investments, and (3) unrealized gains or losses on securities in the pool. Investment trusts include a

fourth component, namely, undistributed income; this item, too, we will ignore for our purpose, since the income would be transferred to current funds assets and cease to be an asset of the pool.

The purchaser of investment trust shares receives as many shares as may be bought with the amount of his investment (his dollars divided by the share value) and automatically acquires a proportional interest in each of the three new asset categories. Similarly, the seller of shares is paid off for his proportional share in each of the categories.

At regular or irregular intervals, distributions of ordinary income or of realized gains are made to shareholders, normally under the title of dividends. Those distributions are computed in dollars per share outstanding and *not as a percentage of the total dollars paid for the shares*.

SHAREHOLDERS TREATED ALIKE

Such, with the exception explained, are the present accounting practices of the open-end investment trust, which is, in the final analysis, the "pooled funds" of a large number of investors. No extended algebraic formulas are required; each shareholder is treated fairly in comparison with the other shareholders, and each takes out what he put in, plus or minus his share of the net increase or decrease in the total fund during the period he was a shareholder.

Similar, also, are the practices developed for the equitable treatment of the beneficiaries of "common trust funds" under the laws of some of the states.

Similarly, in the case of the pooled funds of an eleemosynary institution, if shares were allotted to each fund and income were allotted to each of the funds in relation to its shares, instead of in relation to its dollar amount, the department or activity entitled to the benefit of a particular fund either in respect to principal or to income would receive its fair share of the pool on the basis of the "purchasing power dollars." At any time, new funds could be added to the pool or old funds could be withdrawn without adverse effect upon themselves or upon the remaining funds.

Perhaps the accuracy of those statements can be more clearly explained by use of the simple theoretical figures in the accompanying tables to illustrate the procedure described. Let it be

TABLE I—STATUS OF FUNDS AT DATES OF TRANSACTIONS

I. At formation of pool.

	ACTUAL DOLLARS CONTRIBUTED	TOTAL ASSET VALUE	DOLLAR VALUE PER SHARE	SHARES ALLOCATED TO EACH FUND	REALIZED GAINS	UNREALIZED GAINS
Fund A.....	\$ 800.00	\$ 800.00	\$1.00000	800.00	0	0
Fund B.....	300.00	300.00	1.00000	300.00	0	0
Fund C.....	500.00	500.00	1.00000	500.00	0	0
Total.....	\$1600.00	\$1600.00	\$1.00000	1600.00	0	0

IIa. Immediately prior to the admission of Fund D of \$700, the pool has realized gains of \$200 and unrealized gains of \$300, with the result that the total pool assets are now worth \$500 more than cost.

Fund A.....	\$ 800.00	\$1050.00	\$1.31250	800.00	\$100.00	\$150.00
Fund B.....	300.00	393.75	1.31250	300.00	37.50	56.25
Fund C.....	500.00	656.25	1.31250	500.00	62.50	93.75
Total.....	\$1600.00	\$2100.00	\$1.31250*	1600.00	\$200.00	\$300.00

*\$2100 ÷ 1600 shares = \$1.31250 per share.

IIb. After the admission of Fund D of \$700

	ACTUAL DOLLARS CONTRIBUTED	TOTAL ASSET VALUE	DOLLAR VALUE PER SHARE	SHARES ALLOCATED TO EACH FUND	REALIZED GAINS	UNREALIZED GAINS
Fund A.....	\$ 800.00	\$1050.00	\$1.31250	800.00	\$100.00	\$150.00
Fund B.....	300.00	393.75	1.31250	300.00	37.50	56.25
Fund C.....	500.00	656.25	1.31250	500.00	62.50	93.75
Fund D.....	700.00	700.00	1.31250	533.33*	0	0
Total.....	\$2300.00	\$2800.00	\$1.31250	2133.33	\$200.00	\$300.00

*\$700 ÷ 1.3125 = 533.33 shares.

IIIa. Between the date of admission of Fund D and the date of admission of Fund E of \$500, the pool has realized losses of \$250 (making net realized losses since formation \$50) and the pool investments have decreased \$350 (making net unrealized losses since formation \$50). The total pool assets have decreased \$600 in that period and are, therefore, worth \$100 less than total cost.

Fund A.....	\$ 800.00	\$ 825.00	\$1.03125	800.00	\$100.00	\$150.00
Fund B.....	300.00	309.38	1.03125	300.00	37.50	56.25
Fund C.....	500.00	515.62	1.03125	500.00	62.50	93.75
Fund D.....	700.00	550.00	1.03125	533.33	-56.60	-82.03
Total.....	\$2300.00	\$2200.00	\$1.03125	2133.33	-62.50	-87.50

*Gain of first period. Loss of second period.

IIb. After the admission of Fund E

Fund A.....	\$ 800.00	\$ 825.00	\$1.03125	800.00	\$ 6.25	\$ 18.75
Fund B.....	300.00	309.38	1.03125	300.00	2.35	7.03
Fund C.....	500.00	515.62	1.03125	500.00	3.90	11.72
Fund D.....	700.00	550.00	1.03125	533.33	-62.50	-87.50
Fund E.....	500.00	500.00	1.03125*	484.85	0	0
Total.....	\$2800.00	\$2700.00	\$1.03125	2618.18	\$-50.00	\$-50.00

*\$500 ÷ 1.03125 = 484.85 shares.

IV. At that time, Fund B is withdrawn from the pool taking \$309.38.*

Fund A.....	\$ 800.00	\$ 825.00	\$1.03125	800.00	\$ 6.25	\$ 18.75
Fund C.....	500.00	515.62	1.03125	500.00	3.90	11.72
Fund D.....	700.00	550.00	1.03125	533.33	-62.50	-87.50
Fund E.....	500.00	500.00	1.03125	484.85	0	0
Total.....	\$2500.00	\$2390.62	\$1.03125	2318.18	\$-52.35	\$-57.03

*Amount withdrawn by Fund B determined as follows:

Actual Dollars Contributed.....	\$300.00
Realized Gains.....	2.35
Unrealized Gains.....	7.03

Total as shown in Case IIb..... \$309.38

TABLE II—SUMMARY OF CASES I TO IV SHOWING
ALLOCATION OF TOTAL ASSETS AT DATES OF TRANSACTIONS

	TOTAL ASSETS AT MARKET VALUE	DOLLARS PAID IN	REALIZED GAINS OR LOSSES	UNREALIZED GAINS OR LOSSES
At date I.....	\$1600.00	\$1600.00	\$ 0	\$ 0
Additions of the period.....	500.00		200.00	300.00
At date IIa.....	\$2100.00	\$1600.00	\$ 200.00	\$ 300.00
Additions of the period.....	700.00	700.00		
At date IIb.....	\$2800.00	\$2300.00	\$ 200.00	\$ 300.00
Deductions of the period.....	600.00		-250.00	-35.00
At date IIIa.....	\$2200.00	\$2300.00	\$ -50.00	\$ -50.00
Additions of the period.....	500.00	500.00		
At date IIIb.....	\$2700.00	\$ 2800.00	\$ -50.00	\$ -50.00
Deductions of the period.....	309.38	300.00	2.35	7.03
At date IV.....	\$2390.62	\$2500.00	\$ -52.35	\$ -57.03

The foregoing tabulations indicate that Fund B withdraws from the pool the dollars that it originally contributed plus or minus its proportionate share of the realized gains or losses and of the change in unrealized gains or losses of the pool during the time that Fund B was in the pool, summarized as follows:

Original contribution.....		\$300.00
Period I to IIa		
Realized gains.....	\$37.50	
Unrealized gains.....		\$36.25
Period IIa to IV		
Realized losses.....	-35.15	
Unrealized losses.....		-49.22
Net gain—Case IIIb.....	\$ 2.35	\$ 7.03
		\$309.38

If the reader agrees that the examples cited indicate that this basis of accounting treats each fund fairly in respect to principal, let us now consider the distribution of income to the funds' beneficiaries.

Let us assume that it is the policy of the institution to distribute all of the fund income each year and that the income in the Period I to IIa is \$80. The distribution would be as follows:

	UNDER SUGGESTED PLAN SHARES	CONVENTIONAL BASIS INCOME
Fund A.....	800.00	\$40.00
Fund B.....	300.00	15.00
Fund C.....	300.00	25.00
	1600.00	\$80.00
		\$1600.00
		\$80.00

If income is \$140 during the Period IIb to IIIa that distribution would be as follows:

	UNDER SUGGESTED PLAN SHARES	CONVENTIONAL BASIS INCOME
Fund A.....	800.00	\$52.50
Fund B.....	300.00	19.69
Fund C.....	300.00	32.81
Fund D.....	533.33	35.00
	2133.33	\$140.00
		\$2300.00
		\$140.00

emphasized that the computation and application of the share value are the only calculations required in practice, all of the other figures being included only for the purpose of demonstrating the fairness of the results.

Those tabulations show that Fund D, which was received when the market values of securities were high, is entitled to less income on the suggested basis of distribution than would have been the case under the conventional basis of distribution. The result would be the opposite if Fund D were received at a time when the market values of securities were low. Such results appear to be equitable.

If no serious objections can be raised to this basis of accounting for funds, much greater latitude is available to administrators in pooling funds since expendable funds could be pooled, without detriment either to themselves or to the other funds in the pool than they would realize if separately invested in securities of similar risk categories, and thus could earn a substantially greater rate than would be the case if separately invested in short-term securities or held in cash.

In my opinion, this procedure entails no serious amount of additional work, since the number of shares pertaining to a specific fund, once established, never varies except when an addition is made to that fund or, if expendable, when a portion is withdrawn or spent. The account of each fund principal may be kept in a double column ledger, one column for shares and one column for dollars. In the interests of simplicity, it may be desirable to publish only the dollar amount of a given fund without the shares applicable thereto being indicated.

If the reader agrees to these theses, it remains only to carry him to the theory that the share basis of accounting may be started at any time without detriment to present or future funds, since it is necessary only to allot shares to the present funds at the amount which the recorded dollars of each fund can buy in the assets of the pool. Past injustices, if any, are permanently buried, and thereafter each fund is treated equitably in relation to all other funds.

I would consider it a favor if any reader of this article would communicate any criticism in respect to the plan or the practical application of the plan in any situation with which he may be confronted.



Courtesy Lewis and Clark College, Portland, Ore.

How to develop a closer relationship between student

UNION AND PERSONNEL SERVICES

THE BEGINNING OF THE CAMPUS union dates back to the early Nineteenth Century. This movement has had a far-reaching effect on university life not only in the British Isles and in Canada but also throughout the United States and in other parts of the world.

The accepted official date of the founding of the Cambridge Union was 1815. At Oxford the union was known at first as the United Debating Society; the official date of its founding was in 1823. The concept of the organizers embodied unity through understanding of differences. Support of the campus union aside from the membership began with the gift of £100 by the Prince of Wales, an alumnus of Oxford.

At present there are 206 members in the Association of College Unions. With the increased number of buildings under construction the membership will undoubtedly rise.

With the development of campus unions throughout the United States

GORDON L. STARR

Director, Coffman Memorial Union
University of Minnesota

there is no one master plan relationship with other campus units that would suffice for the needs of every college and university. This is due largely to differences in support, enrollment and size of the various institutions.

MUST BE IN HARMONY

Every university that has a union building does not automatically make through it a marked contribution to the social and cultural education of its students. The maximum potential contribution to the education of the student exists on those campuses where the philosophy of the union, student personnel services, and the total educational objectives of the institution are in harmony.

In considering the formal educational instruction I am sure that institutions are in accordance with the

purposes accepted by the Educational Policies Commission of the National Education Association of United States and the American Association of School Administrators. These are:

"1. *Education in self-realization*, involving command of basic intellectual and physical skills, knowledge and practice of healthful living, ability to play, love of beauty, and the capacity to give direction and character to one's own life.

"2. *Education in human relationships* through the promotion of pleasant and useful associations with friends and neighbors and a satisfying home and family life.

"3. *Education for economic efficiency* through preparation of competent producers and consumers who can constructively apply a clear understanding of economic forces to their own immediate problems.

"4. *Education for civic responsibility* by making individuals socially, economically and politically literate and intelligently active in the defense

and improvement of American democracy."

Certainly those versed in the philosophy of the campus union will recognize that the union may be conducted so as to be contributing factor to the foregoing objectives. These objectives can best be met when there is a positive relationship between the campus union and student personnel services.

In accepting the statement of basic philosophy and services prepared by the study commission of the Council of Guidance and Personnel Association, one might raise the question, "Why hasn't there been a clearer relationship between the union and personnel services?"

First, there has been a lack of understanding by union administrators and others as to what part the campus union plays in the total student personnel work. This lack of understanding has come about both from without and within the union.

FOUR MAIN WEAKNESSES

C. Gilbert Wrenn, in "The Greatest Tragedy in College Personnel Work," points out the four main weaknesses of student personnel work. They are (1) a lack of qualification in training standards; (2) poor policy making; (3) poor organization; (4) an isolation of personnel workers and personnel programs from vital influences in the life of the student.

It is in this last point that I see that student personnel workers have failed to relate their work to the campus union. For example: The campus unions are one of the largest sources of employment for students on a campus. Often there is little or no relation with this employment and a personnel worker who is designated to handle students' financial aid. What about counseling students on activities outside the classroom? With the exception of a few isolated cases of smaller colleges, there have not been any direct references or relationship or even understanding between counselor and union. Often the student will not do anything about his needs unless he can be shown what is available. The final choice of activity should be up to the student. Often the union also has failed in making known to the counselors what activities and facilities are available. The union has many times provided excellent facilities, which sometimes have been classified as commercial

recreation or hotel services. This has been due to the lack of understanding of student personnel point of view by union administrators, as well as a lack of complete understanding of the total union by student personnel workers.

E. H. Hopkins, in "Essentials of a Student Personnel Program," states that personnel point of view is essential to all educational processes and that certain basic and fundamental principles apply to all phases of the program.

Granted that student personnel services have made positive steps toward meeting the needs of students in higher education, and as Esther Lloyd Jones points out, "a definite and important trend has been for personnel work to seek to find its rôle in relation to the objectives of higher education," we should examine the structure and basic organization of the campus union to be able to see the relationship to student personnel work.

We might ask: Is the union to be self-governed by its users or is it to be administered by the university as a service to students or as a part of the service of some other division or department?

From the time of the Prince of Wales' gift until the present day, alumni have played an important part in the affairs of the union. Many alumni serve on union boards, and at the University of Utah the director of



alumni activities is also the director of the union. Alumni have played an important part in the development and support of union buildings. Alumni subscriptions were found to be one of the leading sources of funds for the erection and equipment of the buildings. One need only to examine the booking reservations of a campus union to see that the use of its facilities are extended to alumni.

In addition to alumni, the union is significant to the college or university. Since many major events are held in

the union, it is vital to the whole college community. In addition, the union provides miscellaneous services and facilities available to students, staff and alumni alike. In a survey of some 30 unions it was found that more than 160 types of facilities were available. Further, in many institutions the union serves students and the surrounding community as a cultural recreational center.

As a self-governing body composed of students, faculty and alumni operating within the framework of the university government, the union has the maximum opportunity to activate a program of self-government, student development, and genuine interest and support, provided it is an independent organization.

DIRECTOR REPORTS TO WHOM?

In view of the fact that alumni, faculty and staff are represented on union boards in addition to students, all of whom have a vested interest in the operation and development of the union, it might be well to consider to whom the director should report administratively.

In a recent survey by Edgar A. Whiting, in which 92 replies were received out of 130 questionnaires sent out, present practices in regard to title and responsibilities of the director are as follows:

1. *What is the title of the person who headed up the union?* In 48 cases the person is the director; in 21 cases he is the manager; 3, director of Associated Students; 2, director of activities; 2, business manager; 2, supervisor; 7, program counselor; 2, dean of women; 1, controller; 1, director of food service; 1, dietitian; 1, student president; 1, warden.

2. *To whom is this person responsible?* In 34 cases the head of the union was responsible to the president of the university; 10, dean of students; 5, director or manager of Associated Students; 4, business manager of university; 3, dean of women; 3, controller; 3, vice president for business; 3, dean of college; 2, director of dormitories and food service, and 1 each, academic vice president, head dietitian, director of physical plant, and director of service enterprises.

3. *What other responsibilities does the head of the union have?* In 67 cases the head of the union is responsible for all departments of the union. In 38 cases he has other major responsibilities on campus. Four report

that they are responsible for the Associated Students program; 3 serve as managers of dormitories; 3 do part-time teaching, and another 3 serve as directors of women's residences. Two are directors of activities; 2 more head alumni activities. In 1 case each the head of the union serves as coordinator of student activities, head of campus social life and calendar, program counselor, dean of women, director of the fine arts school, public relations worker, director of the campus auditorium, in charge of the campus post office, or director of the division of social education.

It is generally conceived that the union director is primarily responsible to the governing board of the union, which is composed of students and nonstudents. Therefore, it seems logical that the union director should report directly to the president or, in the case of a larger university, to the academic vice president.

It is my belief that the campus union embraces much more than student problems and student services. The problems of public relations with alumni and faculty and of services to countless off-campus institutes and conferences, of teaching arrangements with academic departments, of concerts and lectures are not only details of management but are the concern of the entire governing board in establishing policies.

4. Is there a need for coordination of the union and student personnel services? If so, how can this be done? A. J. Brumbaugh, dean of students at the University of Chicago, lists coordination of various phases of a personnel program in "Issues in the Administration and Organization for Student Personnel Services," provided such coordination produces exchange of information but avoids conflict of services.

NEED FOR COORDINATION

E. G. Williamson, dean of students at the University of Minnesota, states: "Any situation involving decentralization of functions automatically necessitates the establishment of a corrective that we call coordination." From all apparent literature on student personnel work, as well as on the union, there is a definite need for coordination of functions.

C. Gilbert Wrenn states: "Student personnel administration is a matter of both centralization in terms of appropriate line-and-staff relationships

and coordination of many services and functions for which the personnel administration is not directly responsible."

It is the student social education part of the union that should be coordinated with the over-all student personnel services. This does not mean



mere representation of the governing board by a personnel worker, for this tends to give a policing effect to the organization. Nor does the student personnel worker on the board take the place of staff level meetings or conferences in which there is a free flow of ideas, cooperation and exchange of information and research.

Ruth Strang writes that in one university three major personnel officers are employed: the dean of women, the dean of men, and the director of the student union. In this situation the deans and the faculty have good ideas about the union but their suggestions are not solicited. At another university she points out that there is close coordination through a personnel committee in which the dean of men presides as chairman and the dean of women and director of the union are members.

To a great extent the attitude of the presiding chairman can affect the entire personnel committee. An autocratic, domineering chairman will no doubt hinder coordination. A personnel committee with positive leadership and unbiased members will certainly be a democratic approach to coordination. In the study of student personnel work in the postwar college, "by far the majority of institutions have failed to provide any administrative or coordinating direction for their various student personnel departments," Dr. Strang says.

Coordination can best be done when the students' activities in the union are coordinated on student level and on staff level with the entire campus and coordinated within the governing board of the institution.

The campus union has been misunderstood and misplaced as an organization by student personnel workers, union directors, and the college administration. From the early beginnings of the college union in England, alumni have played an important part in its development. This has not always been recognized or understood by student personnel workers or college administrators.

The union building with its countless services does not automatically make a social cultural contribution to the education of the students. There must be an understanding of the philosophy of the union and a good working relationship with all student personnel services, instructional departments, business office, and the other administrative offices.

This lack of positive relationship with student personnel services has come about by the isolation of personnel workers, lack of coordination, and the failure of the union to see part of its rôle in student personnel work.

SHOULD BE INDEPENDENT

In order that the campus union may be a self-governing body composed of its users, the students, faculty and alumni, it should be an independent organization to give the maximum opportunity for student development and to develop genuine interest and support by all. This may best be obtained when the director is responsible to the union board and reports for administrative purposes to the president, the academic vice president or business manager, depending on the size of the institution. The business features of the college union require that it be closely integrated with the business office of the institution.

The achievement of institutional objectives can best be met when there is coordination on a staff level. This is where the majority of institutions have failed to provide direction. Coordination of the campus union is needed *within* the college union organization, with student organizations, and with student personnel services.

With an understanding of the total campus union organization and a positive attitude on the part of the coordinator, a relationship can be developed between the union and student personnel services that will provide the optimum opportunity for those who use the union—and that includes students, staff and alumni.

Interior flexibility makes this Chemical Engineering Building a

BUILDING FOR THE FUTURE

JOHN T. WITHY

Public Relations Director
Magney, Tusler and Setter
Minneapolis

THE UNIVERSITY OF MINNESOTA's new \$1,400,000 Chemical Engineering Building, considered by experts to be one of the finest structures of its type in the United States, is literally "a building for the future."

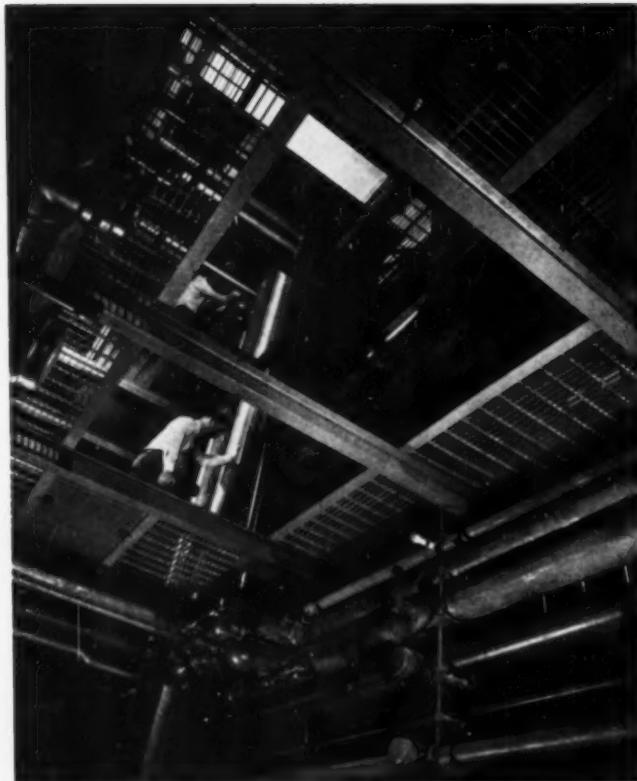
Termed the nation's foremost example of modular design by Neal R. Amundson, associate professor and acting head of the university's chemical engineering department, "The Window," as it is called by students, was architecturally conceived with such structural and mechanical flexibility that it will never become obsolete.

Designed by Minneapolis architects and engineers Magney, Tusler and Setter, in cooperation with Roy C. Jones and Winston Close, university architects, the four-story, 60 by 200 foot building incorporates many innovations of utility and structural design. Laboratories occupy upper floor levels, rather than conventional basement and first-floor areas. Exterior walls are comprised largely of windows. Interior design permits complete flexibility of space and has a centralized unit operations core on the third and fourth floors. Conversion of all rooms to laboratory functions may be carried out if desired.

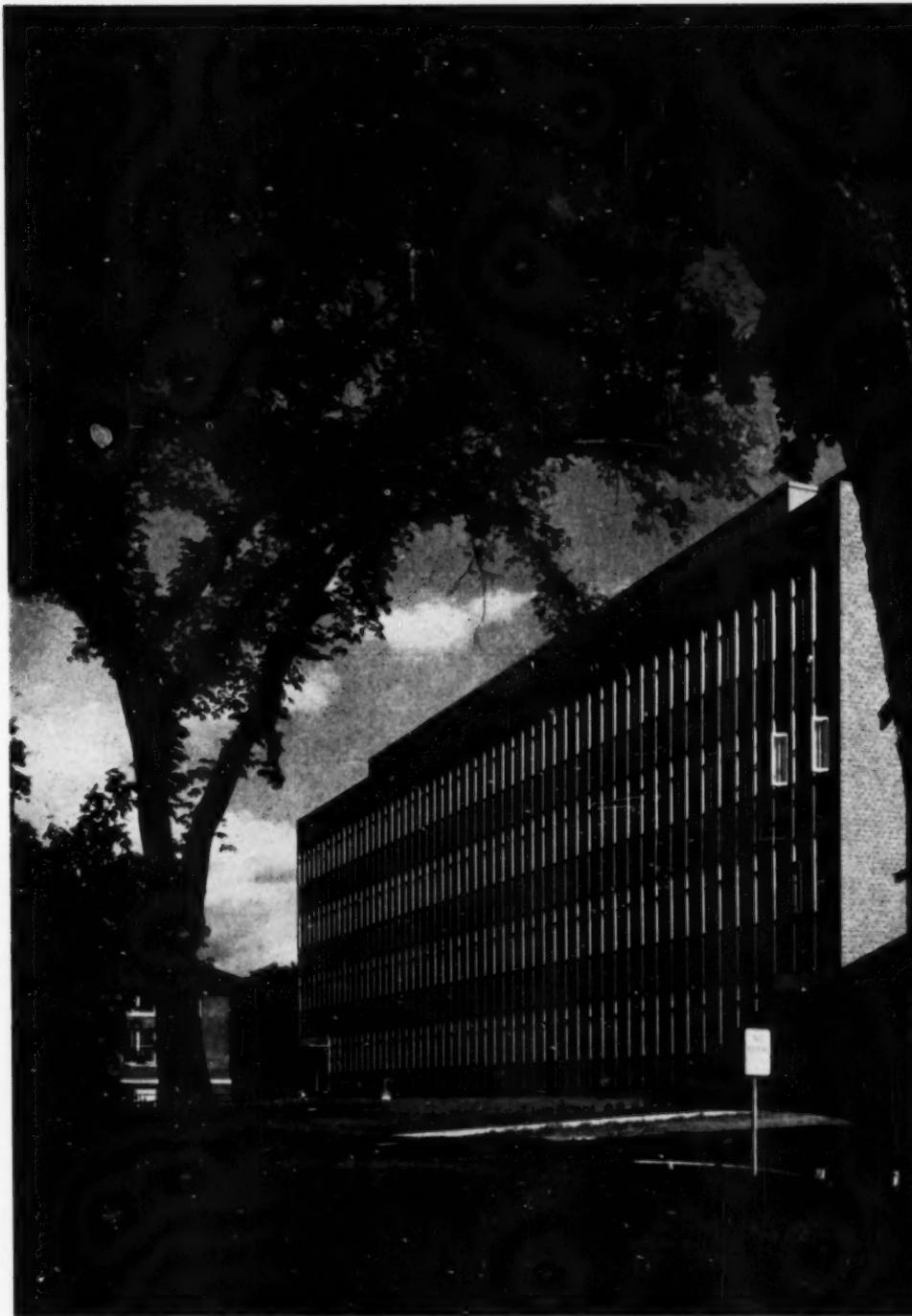
Maximum efficiency, from classroom traffic control to penthouse equipment maintenance, was stressed by the designers, who took the functional rather than the conventional as their directing concept.

Unique in the structure is the laboratory "penthouse," a superstructural extension of laboratory overhead space, making possible ceiling heights up to 40 feet in the third floor unit operations laboratory area. In the penthouse, which rises 13 feet above the fourth-floor roof, are the huge fresh and exhaust air ventilators and other bulky equipment, so placed for maximum efficiency and minimum installation cost.

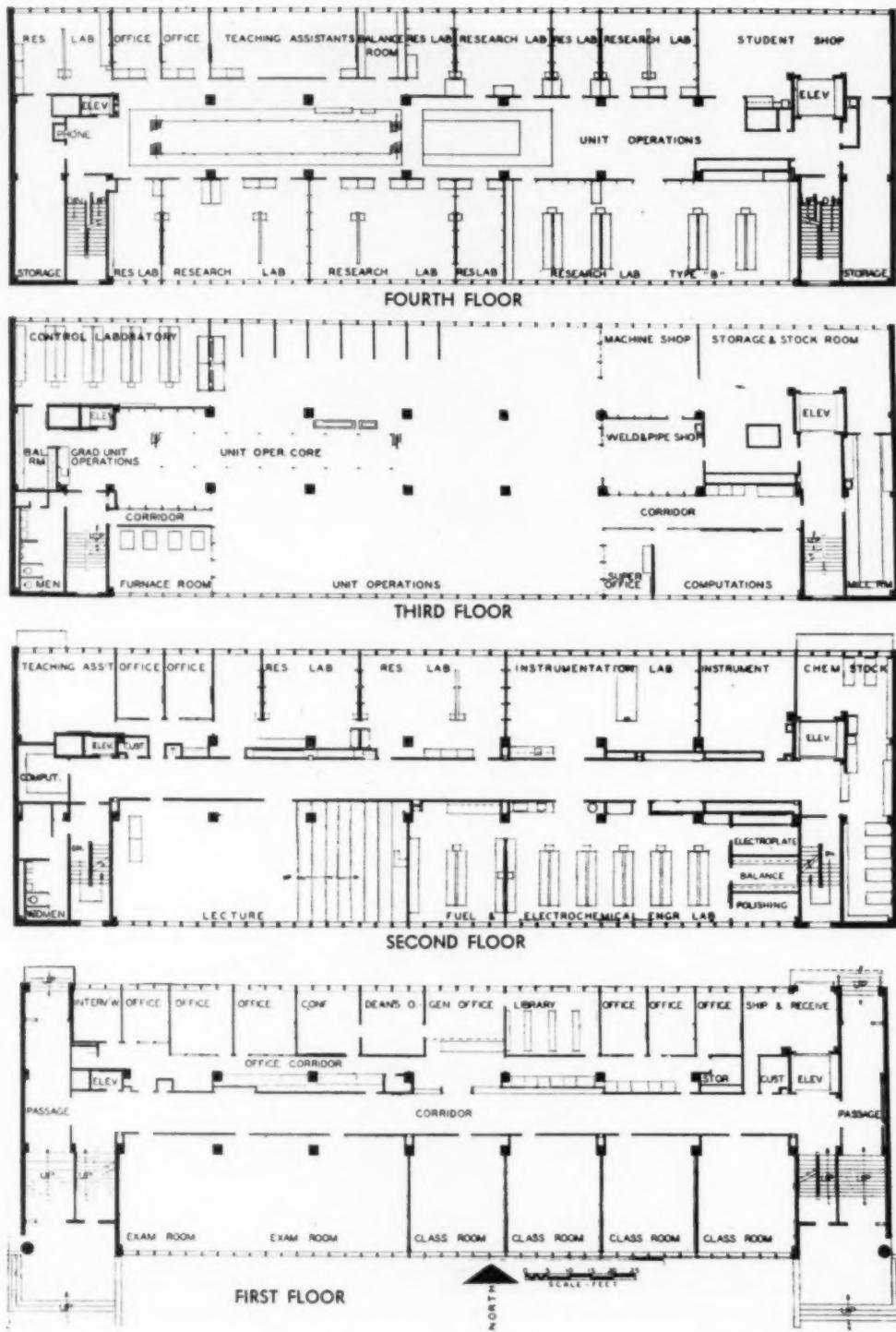
Construction on the modular principle, comparable to a plan dividing the



A view upward through the unit operations core within the new Chemical Engineering Building, showing the use of removable grid decks and the accessibility of all piping, electrical and other supply lines. Note in right foreground the manifold grouping of pipes and plugged outlets providing for installation of laboratory equipment at any desired spot within the building.



UNIVERSITY OF MINNESOTA'S NEW CHEMICAL ENGINEERING BUILDING



building into sections resembling the grid pattern of a football field, permits complete interior flexibility. The structural weight of the building is carried on parallel rows of concrete columns within the building and slender steel mullions between the windows of the exterior walls, totally eliminating the necessity for exterior columning or supporting wall areas. All walls also, with the exception of the main corridor walls connecting the interior supporting pillars, are projection-free, enabling versatile installations of laboratory apparatus and experimental equipment without space interruptions.

The module units, dividing the structure into 3 foot 8 inch sections, are the basis for virtually every installation in the construction plan. The steel supporting mullions in the external walls are placed on module lines so that interior partitions may be moved from point to point without any window area being obstructed.

Supply piping, installed in exposed, decoratively integrated manifold systems throughout, is provided with branch plug openings every fourth module (14 feet 8 inches), giving great flexibility in laboratory area installations with ready access provided at the recurring intervals for all water, steam, gas, air and other supply lines.

EASILY MAINTAINED

All piping and ducts have been installed so they can be readily removed or replaced by the university's maintenance department. Heating is by continuous radiation strip, designed so that walls or partitions may be placed at any module line without changes in the heating installation.

Wall tension strips and overhead brackets, also on module lines, make possible the installation of laboratory apparatus at any convenient point, including the replacement of any of the movable, sectional laboratory tables with experimental equipment.

The building's utility core, a master supply center extending upward through the center of the structure from the second floor to the penthouse, is believed to be the first such large-scale arrangement in any chemical engineering unit in the nation. Plumbing, ventilation ducts, and electrical and other supply lines are grouped within the core for ease in inspection, maintenance, and alteration if required. Placement of ventilation equipment, particularly in the top-level penthouse

at the center of greatest utilization, conserves valuable lower-floor space that otherwise would be taken up by the massive air and exhaust ducts.

Of special interest to research scientists are the provisions within the core for installing barometric and steam ejector legs extending from the penthouse down to the sump drain at the ground floor, an uninterrupted leg distance of 60 feet. Because of their height and advantageous location, the legs combine maximum utility with ease in adaptation for individual experiments.

MANY ADVANTAGES

The new structure's "inverted" floor plan offers several advantages to both students and staff. Undergraduate classrooms, where the great majority

of an explosion. The windows would simply "pop out," reducing the structural damage to a minimum and protecting students and staff throughout the building from the danger of collapsing walls or floors. The greater overhead space in laboratories made possible through their top-level placement also provides explosion protection and increases ventilation efficiency.

Ventilation, in consideration of the needs of chemical engineering research, is designed so that no air is reused. Fresh air is taken in at the penthouse level, cleaned in giant electrostatic precipitators, and distributed by blowers to every room. Power exhausts complete the ventilation process, expelling "old" air from the building. Only fresh air is introduced into the distribution system to prevent obnoxious or dangerous fumes from circulating through the building.

Other safety features include power-ventilated, glassproof partitioned areas for students experimenting with explosives or combustibles, and emergency showers immediately accessible in the laboratories.

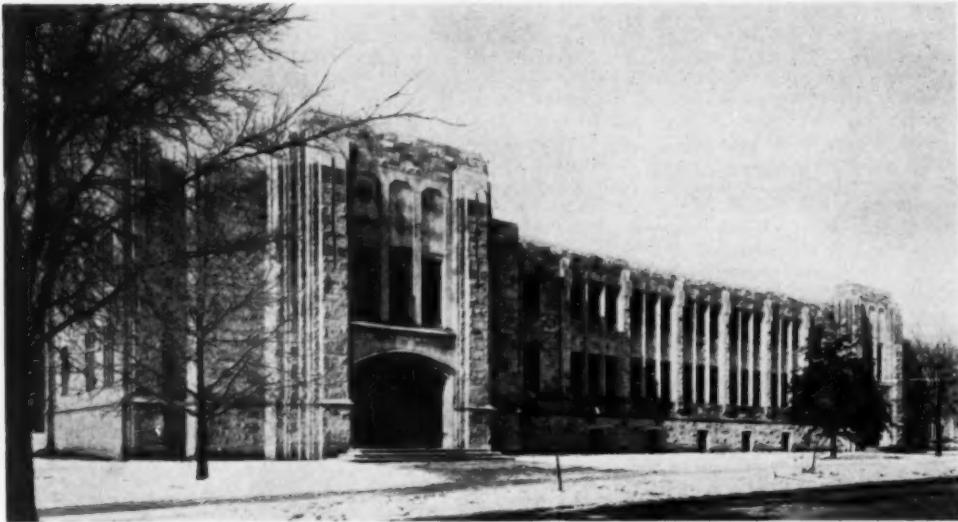
Classrooms in the building include such equipment as glare-free blackboards and projection facilities for visual presentations. Tables in undergraduate laboratories have special frosted glass units internally lighted by indirect lighting fixtures to "backlight" apparatus used in laboratory work, providing three-dimensional visibility for students without creating objectionable glare or hot spots of reflected light.

OCCUPIED SINCE 1950

Completion of the building, which opened for classes in the fall of 1950, has been of considerable interest to both the state and federal governments, since facilities are now available for large-scale research. Federal attention to the new building, in view of the fact that its design permits immediate and total conversion to research functions, has increased with the national defense program.

The Chemical Engineering Building marks another step finished in the University of Minnesota's multi-million dollar postwar building program. The Mayo Memorial Medical Center, a \$12,000,000 skyscraper structure, is scheduled for completion in 1954, and nearly a dozen other buildings on the university's main and farm campuses now either are under construction or are already completed.





STUDENT UNION

fulfills social and recreational requirements

ARTHUR F. LINDBERG

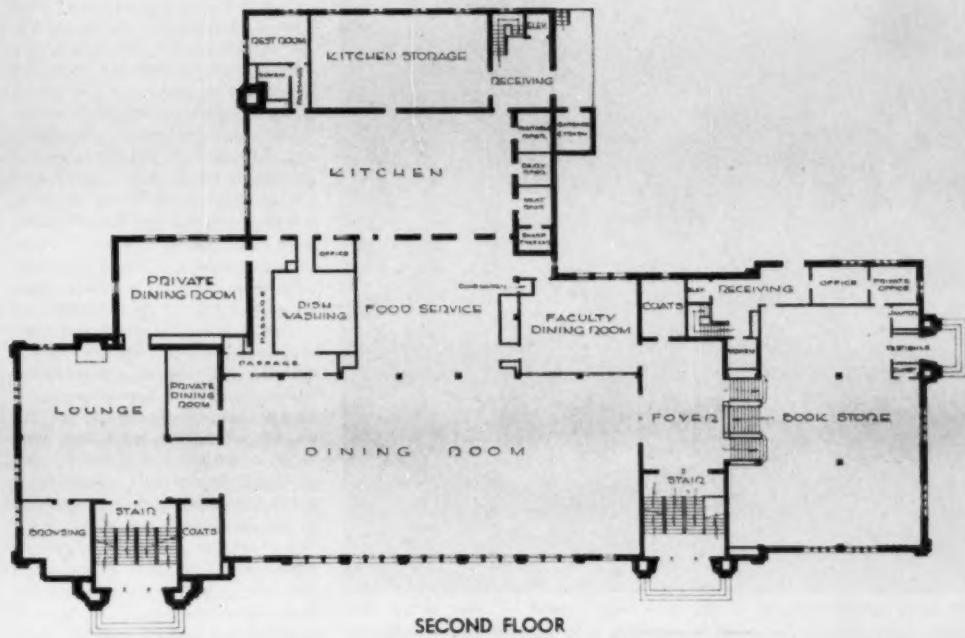
Superintendent of Buildings and Grounds
Butler University
Indianapolis

WHEN PLANS FOR BUTLER UNIVERSITY's John Whistler Atherton Center, student union building, were first discussed, university officials demanded of the architects, McGuire and Shook of Indianapolis, a functional plan, one to fulfill all the social and recreational requirements of the student body and to provide outlets for food and educational supply. The plan developed with these demands in constant view, and the actual operation of the building today verifies the effectiveness of such planning.

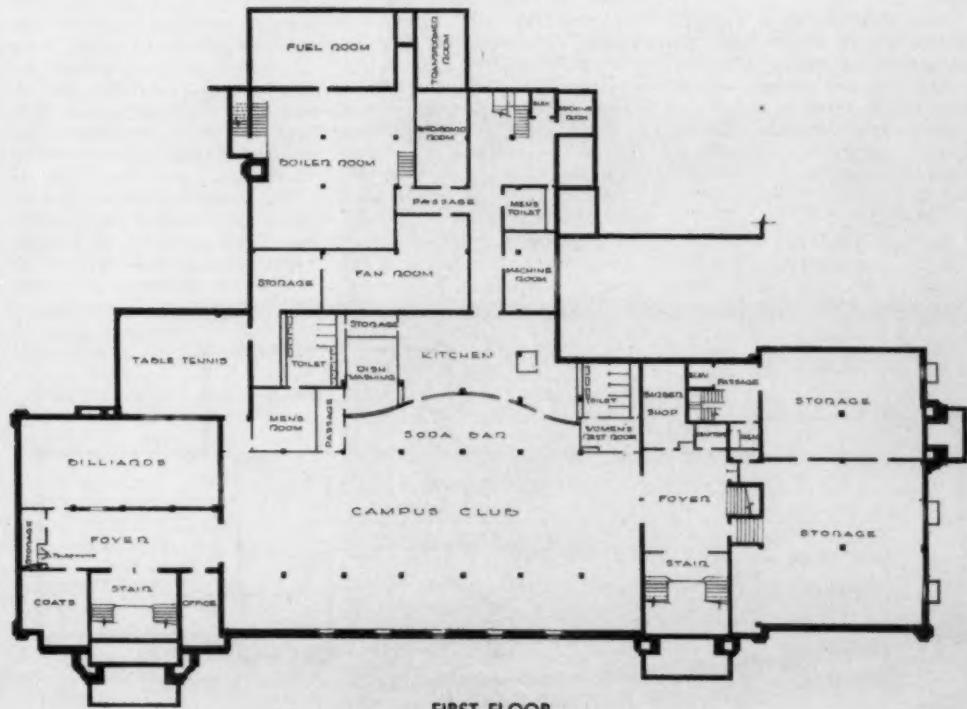
Situated in a strategic position on the main thoroughfare between Butler's Arthur Jordan Memorial Hall, principal classroom building, and fraternity and sorority row, the edifice consists of three stories, the first a half-story below and a half-story above ground level. The large bookstore at the north end of the building encompasses a story and a half, with one



The popular campus club grill, located on the first floor, seats approximately 600 in the booths and at tables.



FLOOR PLANS OF STUDENT UNION AT BUTLER UNIVERSITY





The large reception room on the third floor is used for teas, parties and other social affairs. The room is provided with an adjoining kitchenette.

story above it, and is built on ground level.

The architectural design of the center is in keeping with the master plan adopted for the entire campus. The exterior is covered with split and rock faced Indiana limestone, and all trim is smooth finished limestone. The supporting structure is of fireproof reinforced concrete. Steel sash casement windows are used throughout the entire building.

Stairways at each end of the structure and interior floors, with the exception of asphalt tile floors in offices

and student rooms, are covered with terrazzo and tile. A beautiful parquet floor graces the board of directors' room adjacent to the cafeteria on the second floor. All interior trim is oak, and oak paneling has been used in the dining rooms. All other walls are plastered or finished in smooth tile, and ceilings include both plastered surfaces and those finished with acoustical tile. Rooms are painted in a wide variety of soft pastel tints.

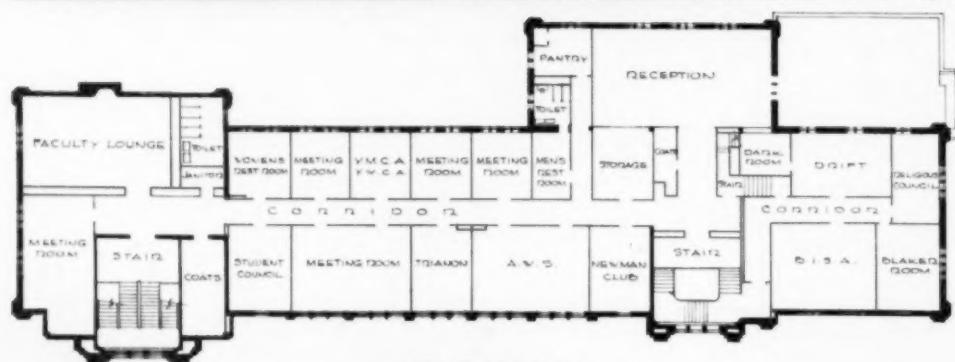
The building is heated by two low-pressure steam boilers equipped with automatic coal stokers. The fresh air

and recirculating systems are fitted with steam coils for heating the air. All areas, with the exception of the campus club on the first floor, are provided with direct radiation, which is automatically controlled by individual room thermostats. Fluorescent and incandescent lighting is used throughout the center.

The main student entrance to the building leads through the bookstore. As a result of its strategic location, most university traffic passes through this attractive unit to reach other rooms in the center. Here all required textbooks, as well as a complete stock of essential student supplies, are attractively displayed under bright incandescent spots and fluorescent lights. Storage rooms for books and supplies are located directly below the store. A service elevator is in operation from the storage level to the bookstore level, and a direct loading dock is available to this unit from a rear service drive.

The popular campus club grill is located on the first floor of the center and seats approximately 600 students in booths and at tables. The room is equipped with soda fountains and grill, where a large variety of short-order meals and snacks may be purchased. To the rear of this room is a complete kitchen operating as a separate unit from a cafeteria kitchen above. In the area behind are located storage rooms and maintenance facilities. On the same level a two-chair barber shop, large table tennis room, and a four-table billiard room are in operation for the students.

The main dining room and cafeteria service area are located on the second floor in the center of the building, with windows across one entire length of the room. As designed in the orig-



THIRD FLOOR PLAN

inal planning, this attractive oak paneled room serves a multiple use. All student dances and banquets, as well as many functions sponsored by groups outside the university, are held here, with a folding partition separating the dining room area from the service area on such occasions. There are two lines of service in the cafeteria, and all soiled dishes are returned to the dishwashing room by bus boys. The white tile kitchen is electrically equipped with ranges, bake ovens, and pastry ovens. Hot water and steam are provided through gas heater service located in the boiler room.

Storage rooms for supplies, three walk-in refrigerators, offices and a dishwashing room are all conveniently located adjacent to the kitchen. A separate loading dock and an elevator from the dock area to the floor below have been included. Also located on the second story and easily accessible for service from the kitchen are a board of directors' room, a private dining room, and a faculty dining room. Check rooms are situated in the lobbies at each entrance to the main dining room, and an attractive, brightly furnished student lounge, with a small browsing room adjoining, graces the south end of this story.

The third floor of the building provides a variety of facilities, including a faculty lounge and reading room, a yearbook office complete with dark room, club rooms for various student organizations, and general unassigned rooms that are made available to campus groups and clubs for meetings, initiations and other functions.

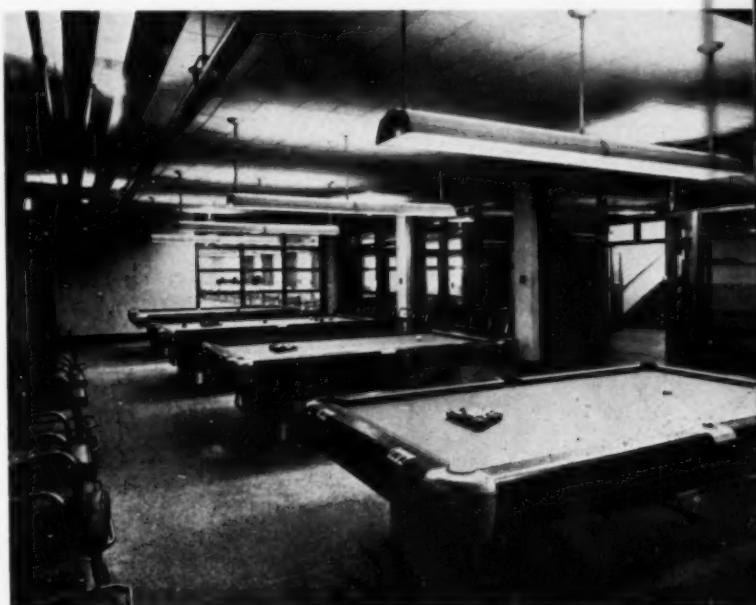
Also located on this floor is a large attractive reception room that is used for teas, parties and other social affairs given by student groups, faculty, mothers' clubs, and alumni organizations. The room is equipped with an adjoining kitchenette, and dumb-waiter service is available from the kitchen below.

A recent colorful addition to the decoration of the center has proved popular with students and visitors alike. As a gift to the university, the graduating class of 1950 presented a series of 20 cartoon murals, done in bright oils, to be placed on the walls of the campus club. The murals follow the school activities and social events of a Butler student through a typical college career.

Cost of the Atherton Center figured \$1.38½ per cubic foot, without furnishings, and \$1.54 per cubic foot, including furnishings.



Above: The bookstore in Butler University's John Whistler Atherton Center is located so that most of the university traffic passes through it to reach other rooms in the student union building. Supplies are attractively displayed under incandescent spots and fluorescent lights. Below: A four-table billiard room on the first floor is operated for the students at Butler University, and there is also a table tennis room.



**Cornell considers both educational ideals
and material needs in its**

LONG-RANGE PLANNING

ABOUT A YEAR AGO A COMMITTEE was appointed at Cornell to survey the financial needs of the university, to develop an ordered plan for the institution's development, and to recommend to the trustees a priority list of needs to guide the fund raising officials. The group was called the long-range planning committee.

The concept of such a committee came from several sources and was formalized in a request from a trustee committee that the president of the university make the necessary appointments. Dr. T. P. Wright, then acting president, organized the group and ably served as its chairman.

Before naming persons to membership on the committee, it was considered most desirable to set forth the areas of activity that should participate. In this connection the general concept was that all elements of the university community should be represented. As a mechanical device to ensure such representation, the various major areas of university activity were set forth on paper and then persons listed along with the area or areas with which each was familiar. In this way generally complete representation was achieved without a committee so large as to be unwieldy being formed.

Committee members came from the colleges of architecture, engineering, the four state colleges, physical sciences, social sciences, humanities, the student body, and the administration. In addition, one member represented a committee studying the university's educational planning which was considered basic to any material plan.

University officials were asked to review a 1947 statement of needs and resubmit an estimate of their objectives. The request went to deans, heads of administrative departments, student leaders, directors of independent departments, and managers of auxiliary enterprises. These persons were asked to make an idealistic and generalized statement of needs and desires, using an optimistic view concerning the pos-

sibility of achieving the desires. The needs were classified under the following headings:

1. Capital requirements
Buildings
Endowment for buildings
Equipment
2. Faculty salaries
Endowment for all salaries
Funds for distinguished chairs
Endowment for chairs at junior levels, *viz.* instructorship
3. Scholarships and fellowships
4. Other endowment requirements

University officials were allowed three weeks in which to submit the data. This time period was intentionally kept short to cause concentration on broad objectives instead of details. It was realized that the results would need to be refined. For this reason and particularly because it would be the responsibility of the committee to recommend the fund raising priorities, deans were not appointed members of the committee. It was expected instead that each would present a strong case for his own situation, to be weighed by the committee against other presentations and general university considerations.

The acting president urged that at this stage of the committee's work the deans should not hesitate to submit statements that would be informal and even rough estimates. The same information was passed on to the students, though it was quickly obvious that their replies could not follow the outline received from academic departments. Instead they were asked, through the president of the student council, to give first of all their idea of the priority of needs facing the university and their opinions concern-

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ing the university's material needs as a whole. The replies of the students placed emphasis upon the desirability of residence hall construction and improvement of library facilities.

In the weeks that followed, as the statements from individual colleges and departments were received, the material was transferred to a master chart upon which various requirements of the university divisions were set forth along a horizontal line. The total at the right-hand side of the page gave the estimated dollar needs of the college or other unit. In this way vertical columns indicated the need in terms of buildings, salaries and other specific items.

An examination of the master chart clearly pointed out the duplication of needs throughout the university. For example, if one college were to obtain funds and erect a new classroom building, then it would be quite likely that another college that also had requested a building might not have need for it, since the vacated space would make increased facilities available within the university.

Likewise, certain types of scholarship aid that might be provided at a university-wide level would do away with the necessity of individual colleges providing this service. The master chart, as a reflection of a university-wide approach or as an indication of the kind of thinking that would be done by a university-wide committee, also suggests the benefit, indeed the necessity, of such a group to coordinate needs and plans of many independent or nearly independent units.

Change in one division of the university often will call for adjustment in some other division. Coordinated

planning will result in many economies, nor the least important of which will be the saving of the time of various groups that might otherwise pursue objectives that did not fit into the total university situation. In the large university, then, probably the first and most important objective of the long-range planning committee is to provide a medium for coordination. This thought carries with it the implication that the work of such a committee would be a continuing operation and that it would be revised with the changing factors in the institution's life.

The second objective of a long-range planning committee would be the translation of the institution's material needs into a priority list for the guidance of the fund raising officials. If such a list is available, the development program can be carefully organized and proceed according to principles that are compatible with the philosophy of the institution.

The alternative sometimes is to place responsibility upon the president or the fund raising official, or occasionally upon the wishes of a donor. These individuals, of course, should and will play an important part in the institution's development, but the work of each will be facilitated by the definite guidance of the institution's thinking. When the financial and development program of a university is the result of a university-wide effort, then the administrative officials can build with vision upon a firm basis of established need.

A secondary result of drawing up a priority list for developmental campaigns lies in the possibility of establishing campaigns that can be run concurrently without competing with one another for the same money. Such a circumstance probably always exists when large donors and givers of modest contributions are solicited. However, even in a situation where the same amount of money may potentially be given, the interests of groups may be so different that there will be no chance of asking one person to contribute to two campaigns at the same time.

The long-range planning committee, though specifically concerned with material needs, recognizes that such needs are merely a reflection of the academic program. In a university the size of Cornell it was decided that it would be best to have two committees, one specializing on the academic pro-

gram, and the other on the financial. The two, however, must cooperate, and it is particularly important that the developmental program accompany or follow closely the educational planning. In this way the achievement of material goals, though in a sense

separate, can be a reinforcement or the realization of the carefully constructed educational ideals of the university. The achievement of these ends is certainly a continuing task, but it is one that probably will be better realized if it follows an ordered process

THE STOCKHOLDER AND CORPORATE GIVING

T. E. BLACKWELL

Vice Chancellor and Treasurer
Washington University, St. Louis



ON JULY 21, 1951, THE BOARD OF directors of the A. P. Smith Manufacturing Company of East Orange, N.J., decided that it should make a contribution of \$1500 to the 1951 annual campaign drive of Princeton University for the general support of the institution. Ruth Barlow, owner of 33 shares of the preferred and 73 shares of the common stock, notified the company, through counsel, that she objected to this proposed gift on the grounds "that it would constitute the expenditure of corporate funds for a purpose foreign to the objects of the company and would therefore be a misapplication of such funds."

ASKS DECLARATORY JUDGMENT

The A. P. Smith Manufacturing Company requested from the superior court of New Jersey a declaratory judgment that "the contribution aforesaid was and is within the power of the plaintiff, acting by its board of directors."

In its petition for the judgment, the company relied upon the provisions of a recent act² of the New Jersey legis-

lature, approved June 13, 1950, whereby it was declared that:

"It shall be the public policy of this state that encouragement shall be given to the creation and maintenance of institutions or organizations engaged in community fund, hospital, charitable, philanthropic, educational, scientific or benevolent activities or patriotic or civic activities conducive to the betterment of social and economic conditions; that such a policy will be in the public interest in that public welfare will be thereby promoted, and to the end that such public policy may be supported and furthered; that corporations organized under the laws of this state shall be specifically empowered to appropriate, spend and contribute such sum or sums as, in the judgment of their respective governing boards, will conduce to the betterment of social and economic conditions, thereby permitting such corporations, as creatures of this state, to discharge their obligations to society while, at the same time, reaping the benefits which essentially accrue to them through public recognition of their existence within the economic and social as well as the legal structure of society. . . ."

Counsel for Miss Barlow, the dissenting stockholder, contended that

¹Complaint filed March 26, 1952, in the superior court of New Jersey, Chancery Division, Essex County, Docket No. C 1274-51.

²Chapter 220 of the Laws of 1950 (R.S. 14:3-13.1 through 13.4).

this New Jersey statute is unconstitutional, *i.e.* that it is beyond the power of the legislature thus to alter the vested property rights of a stockholder without due process of law. The United States Supreme Court, in 1819, had held, in the famous Dartmouth College case,³ that the charter granted by a state to a private corporation was a contract and that any attempt, by subsequent legislation to alter the corporation's rights under the charter was an unconstitutional impairment of the obligations of that contract in the absence of any reservation, by the state, of the right to amend the charter.

Since the date of the Dartmouth College case, practically all state legislatures have specifically reserved the right and power to revise all corporate charters granted subsequently. However, the courts, in at least two jurisdictions, including that of New Jersey, have held that this reserved power to alter charter powers by subsequent legislation extends only to the right to alter the obligations between the corporation and the state, but not to the right to alter the contractual rights in existence between the stockholders and the corporation.⁴

STATUTES ARE SIMILAR

The New Jersey statute, purporting to give clear authorization to the boards of directors of commercial corporations to make charitable donations from corporate funds, is similar in wording and purpose to statutes enacted since 1938 by 25 other state legislatures.⁵ The Smith case is apparently a determined effort to test the constitutionality of the New Jersey statute, and by implication, that of the

other state statutes. It is still pending in the courts of New Jersey and its outcome will be awaited with deep interest by all concerned.

In the absence of specific statutory authorization, the directors of com-

mercial corporations must look to the common law of their respective states. In 1883 an English Court⁶ held, in effect, that directors had no legal right to give away their stockholders' money.

"Charity has no business to sit at boards of directors *qua* charity." This early case has been cited frequently by our courts. One of the leading American cases involved the attempt in 1919, on the part of the Dodge brothers, John F. and Horace E., to compel Henry Ford to distribute, as dividends, the large accumulated profits of the Ford Motor Company. The supreme court of Michigan, in compelling the company to pay a larger dividend, held⁷ that:

"A business corporation is organized and carried on primarily for the benefit of the stockholders. The powers of the directors are to be employed for that end. The discretion of directors is to be exercised in the choice of means to attain that end, and does not extend to . . . the nondistribution of profits among the stockholders, in order to donate them to other purposes."

BOUGHT OUT STOCKHOLDERS

The sequel to this Dodge litigation is well known. Henry Ford, in order to be free to conduct the business in accordance with his own ideas, bought out all minority stockholders.

As evidence of the gradual but decided shift in public opinion on this subject of corporate giving, it should be recalled that, prior to the 1936 Internal Revenue Act, charitable donations by corporations were not deduc-

tible, as such, in computing corporate income tax. Prior to that year, a corporation was compelled to charge off gifts as regular business expense, and it was permitted to do so only upon a showing that the payment bore a direct relationship to the corporate business activities, and that it was made with a reasonable expectation of increased profits. As early as 1921, an attempt had been made to insert a provision for corporate charitable contributions into the Federal Reserve Act of that year, but the amendment was rejected by the Senate.

One must also realize that the majority of court decisions, cited to show that charitable contributions are within corporate powers only when they tend directly to advance corporate interest, are 25 to 30 years old. The social and economic climate has changed. As Professor Harry J. Rudick⁸ points out:

"The very absence of litigation on the point in recent years in the face of common knowledge that corporations regularly make contributions to charity is strong evidence that stockholders rarely object where the objects are worthy and the amounts given are not excessive. There is no doubt that public sentiment concerning the place of the corporation in the community and its obligations to the community as well as to its employees has advanced enormously in the last generation."

ALTERS THINKING

A major factor in altering the thinking of the general public on this subject has been the publication of a series of very persuasive articles, pamphlets and books,⁹ beginning with Laird Bell's article in the *Atlantic* for May 1948.

³Trustees of Dartmouth College *v.* Woodward, 4 Wheat. 518.

⁴Zabriskie *v.* Hackensack & N.Y.R.R. Co., 18 N.J. Eq. 178.

⁵Arkansas, Act 69, Laws of 1951; California, Gen. Corp. Law 802(g); Colorado, 2 Colorado Statutes Annotated, Ch. 41 26(i); Connecticut, Gen. Corp. Law 5136 (10); Delaware, Gen. Corp. Law 2 (a); Kansas, Laws 1951, Ch. 214; Illinois, Bus. Corp. Act 5 (m); Indiana, Burns Indiana Stat. Ann. 25-211 (b); Maine, Gen. Corp. Law 15; Maryland, Gen. Corp. Law 9 (10); Massachusetts, Gen. Corp. Law 12-A; Michigan, Gen. Corp. Law 450.10 (k); Minnesota, Gen. Corp. Law 300.66; Missouri, Gen. and Bus. Corp. Law 351.385; New Jersey, Gen. Corp. Law 14-3-1.4; New Mexico, Gen. Corp. Law 54-202; New York, Gen. Corp. Law 34; North Carolina, Gen. Corp. Law 55-26; Ohio, Gen. Corp. Act 8623-119; Oklahoma, Gen. Corp. Act 19; Pennsylvania, Bus. Corp. Law 302; Tennessee, Gen. Corp. Law 4085; Texas, Gen. Corp. Law, Art. 1349; Virginia, Code, 56-4, 58-81.1; West Virginia, Gen. Corp. Law 3015 (3); Wisconsin, Bus. Corp. Law 180.04 (12).

⁶If Corporations Will Give, Laird Bell, Atlantic Monthly, May 1948.

⁷Industry Cooperation with Education, New York: National Industrial Conference Board, Studies in Business Policy No. 34, 1949.

⁸How Can American Business Help American Education? Frank W. Abrams, Association of American Colleges Bulletin, March 1949.

⁹Big Business Must Help Our Colleges, Alfred P. Sloan Jr., Collier's, June 2, 1951.

Higher Education and American Business, New York: Commission on Financing Higher Education, 1952.

Business Financial Cooperation with the Liberal Colleges, Beardsley Ruml, Published by the Seventh Company, Room 305, 608 Fifth Avenue, New York, 1951.

The Five per Cent, Beardsley Ruml and Theodore Geiger, National Planning Association, Washington 6, D.C., August 1951.



LET'S FIRST CONSIDER THE PHYSICAL aspects of a suggestion plan.

It is not well known—even in industrial circles, let alone the cloistered atmosphere of most of our colleges and universities—that the suggestion end of business is as well organized within its own circle as the personnel, production, sales or any of the other phases of modern business. Suggestion folk even have their own organization on a nationwide basis, known as the National Association of Suggestion Systems, through which anyone can obtain valuable information and tips on the establishment of a suggestion system. This organization was most helpful in establishing our plan at the University of Chicago.

Another well guarded secret in this little known field is that a number of companies do nothing but manufacture suggestion boxes. And make a living at it, too. Also, a number of companies specialize in the preparation of printed materials of all sorts for suggestion systems, such as cards, posters and publicity pieces. So, then, it is possible to "buy your way" into the suggestion business with relatively little effort and, what is probably more important to most of us these days, at little cost.

We had a number of reasons for wanting to establish a suggestion system: (1) We wanted to instill cost consciousness in the nonacademic staff; (2) we wanted to enlist its aid in a concerted program of cost reduction and felt the employee group would be a fruitful pool of ideas toward this end; (3) we felt that we needed to use every means to promote the broad idea that each person was an employee of the University of Chicago, rather than the restricted concept that he was an employee of the hospitals, the press, or the Institute for Nuclear Studies; (4) we wanted employees to feel that they had a part in the operation of the university.

After we decided to go ahead with a suggestion program on campus, we took the following steps:

1. Steel suggestion boxes, enough to serve strategic spots, were obtained at a cost of approximately \$12 each.

2. A monthly color poster service for display at each suggestion box was bought from an outside supplier.

3. Suggestion blanks, envelopes, form letters and so forth were prepared and run off on our own stencil duplicating equipment.

4. A suggestion secretary and a suggestion committee were appointed.

5. Publicity and announcements of the program were prepared.

While our system perhaps represents a minimum of coverage considering the size of the campus, it is significant that the total cost of the physical equipment involved did not exceed \$200. This included the cost of the steel boxes, annual cost of the color poster service, and cost of preparing the necessary forms.

An announcement regarding the inauguration of the plan was distributed to all nonacademic employees. It pointed out the specific locations

made, ranging from cash awards with a minimum of \$5 for any adopted suggestion to letter awards for one that could not be adopted, accompanied by an explanation of why it could not be used.

The original announcement emphasized that this was not a contest but a continuous, year-round program whereby employees might help with their ideas in a continuing campaign not only to cut costs but to improve all aspects of the work situation at the university.

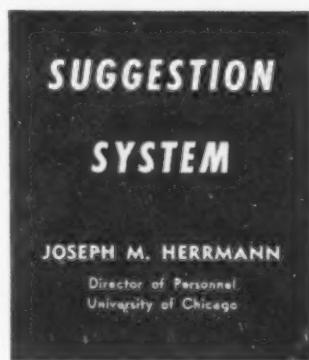
Now, as to the results that have been accomplished thus far:

As might be suspected, we had a deluge of suggestions at the start. It seemed that everyone—both eligible and ineligible—wanted to get in his "two cents" and offered everything from criticism of the prices and menus in the cafeterias to suggestions on the curriculum in the department of romance languages. After this first tidal wave of response, the suggestions soon settled down to a steady 15 or 20 a week, a level that has been maintained consistently for the past several months.

We have had an unusually high number of suggestions submitted in which the suggestor has indicated that he seeks no award. This is borne out by the fact that almost half of the cash awards granted so far have not been claimed. Many of the best suggestions received have been from the faculty and the supervisory staff, who submit them merely to be helpful.

Most of the ones received from the nonacademic staff have not been of the earth shattering variety, as witness the fact that the highest cash award granted up to this time has been \$25. About one-fourth of the eligible suggestions have received cash awards ranging from that figure down to the minimum of \$5.

Aside from the color posters appearing each month directly on each suggestion box, we have no way at the moment of publicizing the program on a broad basis. We do have monthly publications in the hospitals and research institutes and we use those media for publicity, but their circulation is limited. It is our belief that the response could be considerably accelerated if we had a campus-wide newspaper or magazine for employees through which attention could be consistently drawn to the suggestion program. The response has been gratifying in view of this limiting factor.



Facts and figures from college food service departments on

THE USE OF STUDENT EMPLOYEES

FINANCIAL AID FOR COLLEGE STUDENTS has become of vital concern to administrators of colleges and universities as well as to the students whose opportunity for education depends upon such aid. One of the largest items of expenditure for college students is that of food. A student may minimize the cost of his clothing, books and social activities and may live in a less desirable room, but he must have proper food to sustain his well-being and health.

One of the commonest methods the student has of reducing his expense is to work for his meals. Many of our colleges and universities have recognized the need for financial assistance and offer opportunities for students to earn their meals or money in the food services of residence halls, student unions, commons, restaurants, tea rooms, hotels and snack bars.

A study* was made of student employment in food service units of colleges and universities in the United States having an enrollment of from 1000 to 7000. All schools included in the study were coeducational and gave a B.A. or B.S. degree. Information was obtained by means of a questionnaire sent to 137 schools. Replies were received from 121 schools; however, information about student employment was not available from 25 of the 121 schools for the following reasons:

Did not use student employees in food service.....	9
Did not operate food service.....	6
Dining space leased to private parties or companies.....	4
Information given not usable.....	2
Did not operate food service in 1949-50.....	1
Cafeteria operated by a fraternity as a rent free concession.....	1
Policy prevented releasing information.....	1
Could not give information.....	1
TOTAL	25

*The data reported are taken from a thesis submitted by Ruth H. Gaertner to the graduate college of Iowa State College in partial fulfillment of the requirements for the degree of master of science in institution management.

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Of the respondents who operated food services, only nine stated that they did not employ students; six were in the Southern region, two in the Eastern, and one in the Western.

Findings were based on the replies from 96 schools distributed among the four sections of the United States as follows: 31 from Central States, 21 from Eastern, 30 from Southern, and 14 from Western.

Of the total 26,717 students reported to be employed on these college or

university campuses, 22 per cent, or 5783, were employed in food services. In each district there were more men than women students employed in the food services; the number of students employed, in general, increased as the number of meals served increased, although there were many exceptions.

EXTENT OF STUDENT EMPLOYMENT

The jobs in which most men were employed were counter boy, machine dishwasher, bus boy, and waiter. The

Table 1—Average Number of Hours Students Worked per Day in Each Job* Classified by Region

	CENTRAL	EASTERN	SOUTHERN	WESTERN	TOTAL
<i>For men students</i>					
Bus boys.....	2.14	2.43	3.22	2.36	2.61
Counter boys.....	2.30	2.22	3.16	2.59	2.69
Waiters.....	1.97	2.35	3.57	1.83	2.35
Kitchen workers.....	2.50	2.75	3.48	1.49	3.08
Dishwashers (machine).....	2.35	2.43	3.34	3.45	2.89
Pot and pan washers.....	2.09	2.19	3.62	2.98	2.70
Janitors.....	2.54	3.00	3.62	4.07	3.26
Butchers.....	1.83	2.00	5.40	3.80	3.20
Clerical workers.....	2.60	3.00	3.67	1.44	2.93
Others.....	3.17	3.46	4.00	3.80
<i>For women students</i>					
Counter girls.....	2.30	2.00	3.00	2.10	2.52
Waitresses.....	2.04	2.21	3.25	1.69	2.24
Kitchen workers.....	2.75	2.58	3.33	4.08	3.19
Dishwashers and driers.....	1.94	2.00	2.69	2.25	2.25
Clerical workers.....	1.82	1.67	2.53	2.88	2.49
Others.....	1.38	2.00	3.25	1.87

*Averages shown are on a per school basis. In the thesis, averages are given on a per school and a per student basis.

Table 2—Average Cash Rate per Hour for Each Job* Classified by Region

	CENTRAL	EASTERN	SOUTHERN	WESTERN	TOTAL
<i>For men students</i>					
Bus boys.....	\$0.579	\$0.567	\$0.450	\$0.617	\$0.548
Counter boys.....	0.57	0.588	0.434	0.622	0.536
Waiters.....	0.602	0.550	0.416	0.608	0.556
Kitchen workers.....	0.559	0.554	0.435	0.580	0.520
Dishwashers (machine).....	0.559	0.534	0.444	0.678	0.537
Pot and pan washers.....	0.577	0.633	0.445	0.644	0.576
Janitors.....	0.650	0.600	0.450	0.678	0.604
Butchers.....	0.725	0.500	0.550	0.875	0.662
Clerical workers.....	0.60	0.64	0.510	0.717	0.582
Others.....	0.60	0.483	0.85	0.580
<i>For women students</i>					
Counter girls.....	\$0.588	\$0.568	\$0.403	\$0.617	\$0.535
Waitresses.....	0.535	0.469	0.409	0.612	0.521
Kitchen workers.....	0.518	0.540	0.433	0.698	0.570
Dishwashers and driers.....	0.520	0.400	0.40	0.662	0.528
Clerical workers.....	0.596	0.50	0.45	0.650	0.527
Others.....	0.450	0.600	0.45	0.480

*Averages shown are on a per school basis. In the thesis, averages are given on a per school and a per student basis.

most typical jobs for women were waitress and counter girl.

The responsibilities of employment and discharge of students seemed to be vested in many persons and various combinations of people. In 66 schools the same person or groups had the responsibility of both employing and discharging. The "dietitian," "manager," and "director" were the three persons who were most frequently reported. In 27 schools the two responsibilities were assigned to separate persons or groups.

Thirty-seven per cent of the total number of students employed in food services were employed for the first year, 24 for the second year, 22 for the third year, and 12 per cent for the fourth year. This situation emphasized the need for supervision and training.

HOURS WORKED

Students worked an average of 2.70 hours per day. Men worked an average of 2.80 and women 2.46 hours. In general, the students worked longest hours in the Southern states and shortest hours in the Central states. The variations among jobs and among districts are shown in Table 1.

Time records for student employees were kept by 96 per cent of the respondents. The procedure followed most was that of the supervisor keeping the time records; the use of time clocks was the next most frequent practice. The student's employment record was kept as a basis for recommendations in 55 schools and was in-

cluded in his permanent college record in 32 instances.

COMPENSATION

The most usual type of compensation was cash. The average cash rate was 54 cents per hour, 55 cents for men and 53 for women. Lowest rates usually were paid in the Southern region and highest rates in the West. The average cash rates are shown in Table 2.

Various other types of compensation for students were reported. A food rate was reported by a small number; the average food rate per hour was 50 cents. A combination of food and cash rate was reported by five. No figures were given to show the value of three meals for two and one-half hours' work, which was reported in two instances, or for full board in another. Credits of \$150 and \$175 per semester

for two to two and one-half hours' work per day was given. Salaries of \$100 per month plus unlimited food for six hours' work each day and \$40 per month plus meals for four hours' work each day were reported in two instances for men clerical workers.

A different combination rate reported was 40 cents cash plus 50 per cent food discount. Other combinations included food and linens, or credit for dormitory room and board at the rate of 60 cents per hour.

Since students were most frequently paid in cash, little information was given about possible restrictions as to the kind and amount of food student employees could have. Respondents who reported on the waste from student employees' plates indicated there was little or no plate waste. Fourteen made a check of plate waste daily.

The most frequent practice reported in regard to overtime was that overtime was paid at the regular rate. Twenty-two indicated that for various reasons no overtime was paid.

White coats for waiters were used in 74 per cent of the schools reporting, and uniforms for waitresses were used in 63 per cent. Information about items of uniform furnished and laundered is shown in Table 3.

TRAINING PROGRAMS

Some type of training for student employees was reported by all 96 respondents. Oral instructions were given in 88 schools, group meetings were used in 66, and written instructions in 65. In several schools special group meetings were held for waiters only. Eighteen reported pretraining periods before school started, and some designated freshman orientation week as the time for this training. In one school a five-day state food handlers' meeting was held each year. Only eight re-

Table 3—Schools in Which Items of Uniform Were Furnished and Laundered

NAME OF ARTICLE	SCHOOLS REPORTING USE OF ITEM	FURNISHED BY FOOD SERVICE	LAUNDERED BY FOOD SERVICE	WEEKLY LIMITS MOST FREQUENTLY STATED ¹
Uniforms for waitresses ²	57	46	42	3, 2
Aprons for waitresses.....	51	46	41	3, 4
Coats for waiters.....	67	63	59	2, 3
Aprons for kitchen workers.....	75	64	65	7, 4
Caps for waiters ³	20	20	15	7

¹First number indicates number appearing most frequently and the next the second most frequently.

²Counter girls were included with waitresses in some reports.

³Four reported the use of disposal paper caps.

spondents reported using visual aids in training programs and three used on-the-job training. Other types of training reported were substitute work for one year, actual demonstrations, individual instructions, and short courses.

HEALTH EXAMINATIONS

In 40 schools a physical examination was required before a student could be employed in the food service. Although these were only given annually in approximately one-third of these units, others evidently recognized the value of more frequent examinations and stated the examinations were given every six months, every semester, or every three months.

PERSONNEL POLICIES, PRACTICES

In summarizing the personnel policies reported, the most frequent practices are given.

Thirty-eight out of 83 respondents reported some system of promotion. Some of the bases for promotion were length of service, efficiency and leadership ability. Promotion was to higher position, to positions of choice, to preferred working hours, or by increase in pay.

There was evidence of leniency and tolerance in all policies cited regarding tardiness. Many indicated warnings and certain limits to the tolerated number of tardinesses before dismissal.

Various provisions were made regarding absence resulting from illness. Frequently a student was required to provide a substitute for his place. Others indicated that, although the student may not be paid for excused absences, he was not otherwise penalized unless such absences became too frequent. In regard to unexcused absences, warnings and allowed limits were reported to be practiced. Another procedure was to place the offender on probation and then suspend him temporarily or permanently if the act were repeated.

Seventy-nine schools permitted student employees to have substitutes; 61 chose substitutes from an approved list. In 48 schools substitutes were trained before they were allowed to work. Thirty-eight paid substitutes the same wage as regular workers, while in 37 schools each student paid his own substitute.

No deductions were made for breakage in more than 50 per cent of the schools. It was indicated that some supervisors tried to correct possible causes of breakage and attempted to

train students to become cost conscious in an effort to minimize breakage.

The chief reason given for students voluntarily terminating employment was graduation from college. The need of time for academic work was second, and the need of time for extracurricular activities was third in frequency.

Unexcused absence ranked first in reasons reported for discharging students; failure to cooperate with management was second, and habitual tardiness was third.

ADVANTAGES AND DISADVANTAGES

In reply to the question, "What do you as a supervisor consider the advantages and disadvantages of employing students," the number of specific comments in reference to disadvantages slightly outnumbered those in reference to advantages. It was noted, however, that those comments referring to advantages were indicative of a realistic appraisal of the value of student help both in terms of greater efficiency in food service and in student aid.

The advantages of employing students have been summarized. The frequency with which these advantages

the opinions were about equally divided. Slightly more than 50 per cent of the respondents preferred to work with regular employees. Many indicated that they had no preference, but that they liked and needed both student and regular employees.

The majority of student employees were reported to be appreciative or matter-of-course in their attitude toward their work. Only a small per cent reported disgruntled student employees.

There was repeated evidence that for the most effective use of student labor careful supervision is necessary. By an adequate training program and skilled supervision the greatest benefit can be derived from employing students.

SUMMARY

The director of a college or university food service must so organize and direct the employees as to enable each individual to become part of a smooth running organization. The ultimate objective may well be to realize the defined purposes of the organization with proper regard for the well-being of each member cooperating.

This review of student employment in college and university food services should be of value in establishing student employment or in evaluating an established student employment program.

Little standardization in practices among schools was evident. There may be no valid argument for standardization except to facilitate comparisons. The needs and the organizations vary; therefore, one may expect that practices would likewise vary.

Although there was variation in hours worked among jobs, schools and districts, the hours most frequently worked did not vary greatly. The type of compensation was most frequently cash, and the range of the cash rates reported most frequently was relatively limited.

The findings of this study suggest the need for establishing policies governing student employment. Some respondents provided a written statement of personnel policies for their students. This practice would seem to be a desirable one.

The evaluation of student employment included was mainly from the standpoint of the food service management although some respondents did recognize the personal, vocational and financial benefits students derived.



were reported is indicated: are available for short periods and at periods of peak loads, 63; promote better morale and public relations, 24; provide financial benefits to students, 20; are economically advantageous, 13; provide personal and vocational benefits to students, 12; are adaptable and dependable, 11.

Likewise, the frequency with which the grouped disadvantages were reported is as follows: are difficult to schedule because of class and college activities, 53; undermine morale, 52; are uneconomical, 31; are irresponsible, 30; require more supervision, 25.

In reply to the question as to whether it would be more economical to replace students with regular employees,

California contributes a different type of

WEEKLY MENU FORM

THE MENU FORM IS PROBABLY ONE of the first forms to be standardized in a large university food service program. The weekly form developed at the University of California at Berkeley seems to lend itself well to comparisons in our central office and is a convenient form for the unit managers to use.

The form's distinguishing feature is the arrangement of similar food items into columns. From the unit manager's point of view this helps greatly in the task of menu planning. For instance, all of the breakfasts for the week might be blocked in first, followed by the lunch and dinner entrees. From the entree it is then easy to work either toward the soup and salad or toward the dessert, the menu being built around the entree. By filling in each section in turn, the manager is able to avoid omissions.

When the menu planning is being done it is well to check past weeks by columns to see if certain foods are being repeated often and to avoid patterns of food arrangement that might become monotonous to the students. Then, in the matter of ordering supplies, it is convenient to work by columns since the meats all will be ordered as a group as will the vegetables, the baked goods, and the grocery staples.

This form helps the manager in the job of checking to make sure that all of the necessary ingredients have been ordered. In short, the form helps the unit manager to organize her work and to have a system in connection with her menu planning, food ordering, and food receiving.

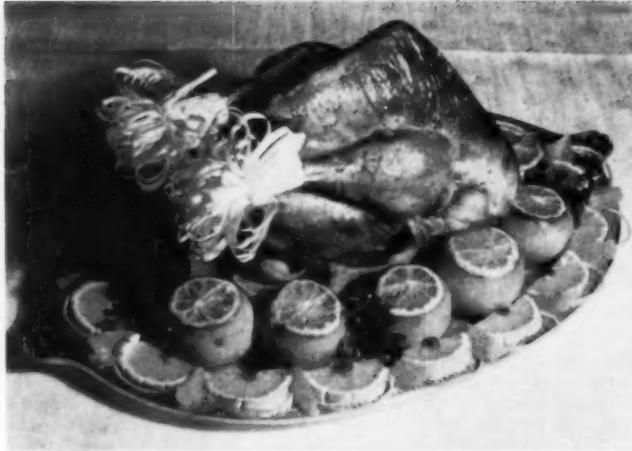
From the standpoint of the food service director at a large university, it seems to me that this form is particularly efficient. When the menus come in from the various units they can be spread out on a table, overlapped in such a way that comparisons and evaluations of the menus can be made a column at a time. This feature makes such a study of the

SCOTT WILSON
Principal Food Service Manager
University of California, Berkeley

menus from a nutritional or from a cost point of view quite simple. The various elements of the diet stand out clearly and separately.

possible improvement might be to use legal size paper, lengthening the form and increasing the space in each section. The spacing of the form will allow three lines typewritten within each division. Since it would perhaps be easier to evaluate the convenience of this form after using it for a trial period, I would be glad to send a few sample copies to anyone interested in experimenting with the menu form.

UNIVERSITY OF CALIFORNIA		WEEKLY MENU				BERKELEY CAMPUS	
From	To	Dining Hall					
FRUIT	SOUP, SALAD	ENTREE	CEREAL POTATO	VEGETABLE	OTHER	DESSERT	
B	Monday						
L							
D							
B	Tuesday						
L							
D							
B	Wednesday						
L							
D							
B	Thursday						
L							
D							
B	Friday						
L							
D							
B	Saturday						
L							
D							
B	Sunday						
L							
D							



**Duke University studies cost and yield in
SERVING TURKEY**

MARJORIE KNAPP
Food Production Manager
Duke University Dining Rooms
Durham, N.C.

IN COOPERATION WITH THE NATIONAL Turkey Federation, a study was conducted at Duke University to determine the yield and cost of the broad breasted bronze turkey. The broad breasted bronze turkeys that were used in the study are raised in Sampson County, North Carolina.

Two tests were run on the turkeys, four birds being used each time. The average weight of the turkey in the first test was 24 pounds, and in the second test the average weight was 23½ pounds. This was the New York dressed weight of the turkey. Although we had been advised to use birds weighing 25 pounds or more, New York dressed, for this study to be of value to us it seemed more feasible to use the broad breasted type of turkey, since it is plentiful in this part of the country.

The turkeys were roasted at 300° F. and were basted several times during the cooking period. In analyzing

the results of the test, it was found that the turkeys averaging the smaller amount, 23½ pounds, gave a better yield of cooked and boned meat.

Breeding of broad breasted turkeys and the high price of beef, lamb and pork have combined to make turkey an important item on the college menu. This study made at Duke University is of turkeys raised in North Carolina.

Theoretically if the results of the first test were used a 2 ounce serving would cost 19 cents a serving, while in the second test, a 2 ounce serving would cost 17 cents a serving. However, if the human element involved in serving turkey is considered, the cost would more nearly run 21 cents and 20 cents respectively.

In comparing our results with other turkey studies, we found that our yield was lower. I should like to emphasize that these studies were not done in a test kitchen, but in a cafeteria kitchen when turkey appeared on the regular menu. We used 300° F. for the roasting temperature instead of 250° F. or 200° F. because it was the lowest temperature at which we could ever hope to roast our turkeys without tying up all the other operations in the kitchen. The skin and giblets were used in soups or gravies, and the bones were used for stock.

We also compared our turkey yield with a study on chicken. We do not use the stewing hen but use a 4 or 5 pound rooster which we find to be much more satisfactory. The percentage of raw weight to cooked boned meat on the chicken was only 31 per cent. However, the price per pound was only \$1.37 as compared to \$1.42 and \$1.52 for the turkey.

**SUMMARY OF DUKE UNIVERSITY TURKEY YIELD
AND COST STUDIES**

	TEST No. 1	TEST No. 2
New York dressed turkeys, table dressed.....	4 Birds	4 Birds
Comparative raw weights.....	96 Lbs.	94 Lbs.
Comparative cost per pound.....	\$0.54	\$0.54
Total uncooked weight (without giblets or necks).....	82 Lbs. 100.0%	82.00 Lbs. 100.0%
Total cooked weight.....	56 Lbs. 68.3%	53.75 Lbs. 65.5%
Shrinkage.....	26 Lbs. 31.7%	28.25 Lbs. 34.5%
Total cooked weight (without giblets or necks).....	56 Lbs. 100.0%	53.75 Lbs. 100.0%
Weight of bones and skin.....	22 Lbs. 39.4%	18.00 Lbs. 33.5%
Weight of cooked white and dark meat.....	34 Lbs. 60.6%	35.75 Lbs. 66.5%
Cooked boned weight.....	34 Lbs. 100.0%	35.75 Lbs. 100.0%
Cooked white meat.....	21 Lbs. 61.8%	21.00 Lbs. 58.8%
Cooked dark meat.....	13 Lbs. 38.2%	14.75 Lbs. 41.2%
Percentage of raw weight to cooked boned meat	35.4%	38.0%
Total cost at raw weight.....	\$51.84	\$50.76
Cost per pound of cooked boned meat.....	\$1.525	\$1.42

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NEWS

Increase Housing Loans by \$40,000,000 . . . School Construction Delayed by Steel Strike . . . Methodist Colleges Oppose R.O.T.C. . . . University of Florida Bars Negroes . . . Four Universities Granted Building Loans

Authorize \$40,000,000 More for College Housing

WASHINGTON, D.C. — President Truman has increased the loan authorization for college housing projects from \$20,000,000 to \$60,000,000 for fiscal year 1953, according to Raymond M. Foley, housing and home finance administrator, who administers the program. This brings to \$100,000,000 the total release of funds from the \$300,000,000 authorized under Title IV of the Housing Act of 1950.

Approved loans total \$25,765,000, reservations of funds in the amount of \$25,200,150 have been made, and the new release will make it possible to give preliminary reservations and

approvals to a number of projects under active review, Mr. Foley said.

Under the act, long-term, low-interest rate loans may be made to colleges and universities that cannot otherwise obtain the financing they need at comparable terms. Loans have been limited to institutions whose housing needs were related to the defense effort. The U.S. Office of Education advises on the educational aspects of the loan applications.

H.H.F.A.'s division of community facilities and special operations, Pere F. Seward, commissioner, has operating responsibility for the college housing program nationally, and the program is administered through the eight H.H.F.A. regional offices.

And Not a Word About Politics



SAN ANTONIO, TEX.—Dr. James W. Laurie, left, president of Trinity University, visits John Nance Garner at "Cactus Jack's" home in Uvalde to talk over new Trinity scholarships honoring the former vice president of the United States. A grant of \$25,000 from Houston Endowment, Inc., a philanthropy of Mr. and Mrs. Jesse H. Jones, has been made to Trinity on behalf of deserving students of public

affairs, statesmanship, and related subjects. First of the John Nance Garner scholarships were awarded by Trinity in September.

The fund will be expended at the average rate of \$2500 annually, scholarships going to young men and women of outstanding ability who need financial aid. Recipients will receive not less than \$50 nor more than \$350 in any regular college year.

Steel Strike Costly; Expect Curtailment in School Construction

WASHINGTON, D.C.—According to government authorities the recent steel strike cost the nation some 20,000,000 tons of steel—nearly a fourth of one year's total output—and despite the industry's rapid comeback, it will be many months before high-level production can rebuild the huge losses of the summer. The delayed reaction of the strike will hit supplies of structural steel hardest in the first quarter of 1953, limiting deliveries for educational construction to about 109,000 tons, only 70 per cent of 1952's third quarterly allotment.

This curtailment, combined with a 20 per cent cut during the fourth quarter of 1952, may sharply reduce the amount of school construction which can begin in late 1952 and early 1953. The final effect probably will be felt even more strongly in the fall of 1953 when record numbers of school children may have to be jammed in double shifts into overcrowded buildings or left unsheltered altogether.

To help alleviate the situation, the Defense Production Administration has extended the validity of order "tickets" for steel two months beyond the end of the remaining quarters of 1952, giving consumers until Nov. 31, 1952, to claim third quarter steel, and until Feb. 28, 1953, for fourth quarter orders. Total allocations for Quarter III are 156,000 tons, and for Quarter IV, 124,800 tons.

According to the National Conference for Mobilization of Education, the first three months of 1953 will be the crucial period for obtaining structural and related steel for school construction purposes. It is during those months that most school construction must begin or continue in process if it

At Last! For College Entrance Exams Conferences...Lectures Any Overflow

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Now it's here—perfected—ready to go to work for you.
Here is permanent convenience and comfort adapted for emergency use—
the greatest advance in the history of folding chairs.

The tablet arm is a built-in feature of the chair, not an attachment.
It is strong, easy to operate, a marvel of engineering ingenuity (patent pending).
For ordinary chair use when the arm is not needed, it folds down, out of the way,
beside the chair, and flat *against* the chair for quick, safe stacking.
The flat, folded depth of the chair is only 3 inches. The chair can be folded or unfolded
in a matter of seconds. It is exceptionally easy to get into and out of.

Built throughout with all the famous Clarin insistence on utmost quality, the Clarin Tablet Arm
Folding Chair will give years of faithful service. It is a supremely strong X-type chair,
self-leveling, welded to insure exceptional strength and quietness. Its cushioned rubber feet,
a Clarin exclusive, can't mar the finest floor. It comes with Clarin's famous reinforced
seat of 5-ply plywood, or it can be had with fine quality leatherette on
seat and back, or on seat alone. Available in wide range
of frame and upholstery colors.

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Chicago 44, Ill.

FOLDS FLAT IN THREE EASY STEPS



1. Tablet Arm lifts to right,
making it easy to get in or
out of chair.

2. Tablet arm swings down
permitting use as regular
chair.

3. Chair folds in normal way
and tablet arm swings over flat
against it. Folds to 3" depth.



SINCE 1925 . . . THE ARISTOCRAT OF FOLDING CHAIRS

NEWS

is to be completed in the fall. The proposed quarterly allocation—109,200 tons—is less than the amount of steel given for school construction during the first quarter of 1952 (111,000 tons) and the stringencies may be quite similar to those felt during the last quarter of 1951.

During the second quarter of 1953, D.P.A. planners feel that all types of steel will be in adequate supply again, and that allocations can be liberally increased. It seems likely that regula-

tions on steel may be amended substantially by April 1, 1953, to permit self-authorization of steel for construction of elementary and secondary schools at the rate of 50 tons of carbon steel per project, including up to 7 tons of structural steel. Other materials will be self-authorized accordingly, 5000 pounds of copper per project and 4000 pounds of aluminum.

Compared to the current limits of 5 tons of steel per project, 1000 pounds of copper, and 2000 pounds

of aluminum, the proposed increases offer favorable prospects for late 1953, but do not diminish the seriousness of the shortages coming in the winter of 1952-53.

D.P.A. plans to follow the steel mill situation closely, and in the event of any change in factors affecting the steel situation, due consideration will be given to the needs for educational construction. School officials who are planning to start construction during the first quarter of 1953 should submit their 40 applications for authority to commence school construction and allotment of materials to the U.S. Office of Education at the earliest possible moment, so that the Office may have in hand the firm applications as the basis of appeal for additional materials for school construction if the supply situation improves.

YOU BE THE JUDGE— Which is your best buy in bells?

a	b	c
25 Schulmerich "Carillonic Bells"	25 Average Cast Bells	25 Small Cast Bells
WEIGHT	200 Pounds	73,000 Pounds
SCALE	LOW BELL—G below Middle C HIGH BELL—G 2nd Octave above Middle C	LOW BELL—G below Middle C HIGH BELL—G 2nd Octave above Middle C
RANGE	Adequate Acoustic Range	Adequate Acoustic Range
INSTALLATION	Requires No Tower	Requires Massive Tower
COST	Under \$2,000.	Approximately \$117,000.
		Approximately \$5,000.

The comparison above shows carillons A and B offer 25 bells of comparable musical quality, above and below Middle C. Carillon B is priced many thousands of dollars above "Carillonic Bells" because adequate cast bell carillons must include low-bells weighing thousands of pounds each.

Cast carillons of the C-type have 25 bells, but note that their musical scale is all above Middle

C (high bells mean small bells). Prove this for yourself. Play the melody of a familiar hymn on your piano using the keyboard ranges shown on the chart above. You'll understand why it takes "Carillonic Bells" or heavy cast bells to produce balanced bell music.

You'll decide your best buy is "Carillonic Bells" for fine carillon music at lowest cost. For more information write—

Carillonic Bells

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"Carillonic Bells" is a trademark for products of Schulmerich Electronics, Inc.



Small Loss Results From College's Payment Plan

LONG ISLAND, N. Y.—Hofstra College reports a total of \$3,000,000 accepted in tuition fees by its deferred payment plan in the 12 years since it was established in 1940. During this time the plan, which carries a \$2 flat fee in lieu of interest, has resulted in a loss of .0012 per cent.

The program is operated on a personal basis between the college and students. Promissory notes, signed by parents and payable at local banks, but not discounted, figure prominently in this plan which has flexibility to provide for unforeseen personal difficulties during the semester, while retaining sufficient rigidity to require satisfactory fulfillment of obligations.

Cost of Education Still Increasing

NEW YORK CITY.—A recent study by the *Wall Street Journal* indicates that increases in tuition still are being reported by many colleges and that the whole cost of education is going higher still under the influence of increased operating costs. The increases in tuition and board and room costs seem to be general across the country as institutions attempt to keep pace with maintenance and operating costs.

The study also revealed that there is still a slight decline in total enrollment, though not as severe as was feared by some six months ago.

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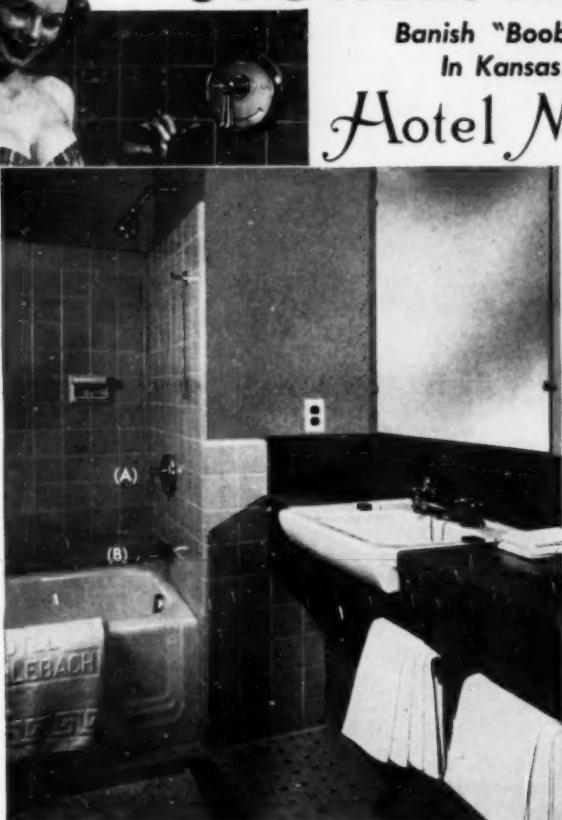
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How it Works: Hot and cold water piped to mixer are blended and thermostatically controlled at any temperature desired. For shower or tub bath, Powers mixer handle is turned until water flowing into tub reaches temperature desired. Then

bather enters tub. For a shower, diverter spout knob is pulled up diverting water to shower head. When shower is completed, mixer is shut off. Diverter spout flapper valve returns to "tub" position automatically.

To be Really Sure of Safe Showers • Specify POWERS

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Easily Accessible from the Front
Easy removal of Thermostatic Motor and Valve Assembly makes it possible to inspect, clean or flush out mixer if necessary. No special tools required. Simple, durable construction insures long life and minimum of maintenance.

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Accident
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NEWS.

First Census of College Facilities

IN THE SIX YEARS THAT COLLEGE AND UNIVERSITY BUSINESS has served its readers, the magazine has made a number of detailed surveys on specific aspects of college and university administration. The published results have helped to inform readers of common practices and to inform manufacturers of equipment and supplies about college needs.

Now we are undertaking an extremely comprehensive census of the physical facilities of colleges and universities. An 11 page questionnaire covering the basic facts of enrollment, ownership or control, and dollar figures on construction has been prepared. Questions also cover housing, recreational facilities, feeding, student services, the extent of the campus, number of buildings, and instructional, operational and maintenance equipment.

The questionnaires will be mailed about November 1, and it is our hope that, despite the complexity of the study, they can be returned by mid-December.

In a survey of this type it is important that every college contribute. Unlike opinion polls, projections cannot be made from fragmentary returns; only with the co-operation of every college can this census fulfill its entire function. This is a big undertaking. Every recipient of the questionnaire will not, at the time of the questionnaire's arrival, be able to drop other duties and fill in the information required. Therefore reminders will be sent during the 45 day period.

Of necessity, the questionnaires will need to be identified. However, no figures from any individual institution will be revealed. The information from each questionnaire will be transferred by machine to cards from which final tabulations will be made.

Each college and university will receive a duplicate questionnaire so that the facts and figures developed may be entered on this duplicate form and retained as a permanent record in the business office. Significant findings of this study will be published in the magazine.



STUDENTS WANT FULLY SATISFYING SHOWER BATHING

This all students know: that fatigue from work or play *can* be washed away and the feeling of fitness restored IF the shower is *completely* satisfying. To measure up to their wants the SHOWER HEAD must deliver a full spray, evenly distributed in an undistorted pattern, and directed as desired.

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Act-O-Matic SHOWER HEAD

In this revolutionary new shower head you get the Desired Dozen Features:

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- 7 **No dripping.** New design principle prevents dripping after shower has been turned off.
- 8 **Water economy.** Exclusive design provides efficient bathing with big water savings.
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AUTOMATICALLY
SELF-CLEANING
Each Time
it's Used

NEWS

Oppose R.O.T.C. in Methodist Colleges

OCEAN CITY N.J.—The New Jersey Methodist Conference voted in September to oppose introduction of Reserve Officer Training Corps units into Methodist supported colleges.

The stand was supported on the grounds that R.O.T.C. units at such colleges could be "an infringement on the principle of separation of church and state" and that they would tend

to give the military too much importance on the campus.

The stand against R.O.T.C. was contained in a report of the Commission on World Peace and Social Justice, a standing agency of the conference. The commission report also reaffirmed conference opposition to universal military training in peacetime. "We reject the belief current in some quarters that a large military establishment is necessary for economic prosperity and full employment," the report said.

Appropriations by General Education Board Total \$310,947,000 in 50 Years

NEW YORK CITY.—Chester I. Barnard, president of the General Education Board, in a foreword to its 1951 report says that last year, the fiftieth since its founding, the board appropriated \$14,352,666 to support its southern program. This is Mr. Barnard's last report as president of the board, since he reached retirement age on June 30, when Dean Rusk became president. Since 1940, when its activities in other regions were discontinued, the board has devoted its full attention and support to the educational problems of the 15 southern states. Total appropriations from the founding of the board in 1902 to Dec. 31, 1951, amounted to \$310,947,185. Of this sum \$142,616,791, or 46 per cent, has been expended in the South. About \$53,542,158, or 37 per cent of the expenditures in the South, have been for Negro education.

President Barnard observes that "for five years now the board has operated mainly on funds taken from its own capital and from contributions of \$1,500,000 per year provided by the Rockefeller Foundation. This support from the foundation will continue during 1952 and 1953. In addition, the Rockefeller Foundation in December 1951 made a further terminal appropriation to the board for its southern program. This grant consisted of securities having a market value of \$3,001,625 and a further pledge of \$2,000,000 to be paid subsequently upon request."

Robert D. Calkins, vice president and director of the board until recently when he became president of the Brookings Institution, declares in the report that more has been accomplished in the last 50 years in the field of southern education than was generally believed possible.

Negroes Barred from University of Florida

TALLAHASSEE, FLA.—In a final ruling on the three-year-old case of the five Negroes who sought to be admitted to the University of Florida, the Florida supreme court has ruled that Negroes were not entitled to admittance to the University at Gaines-

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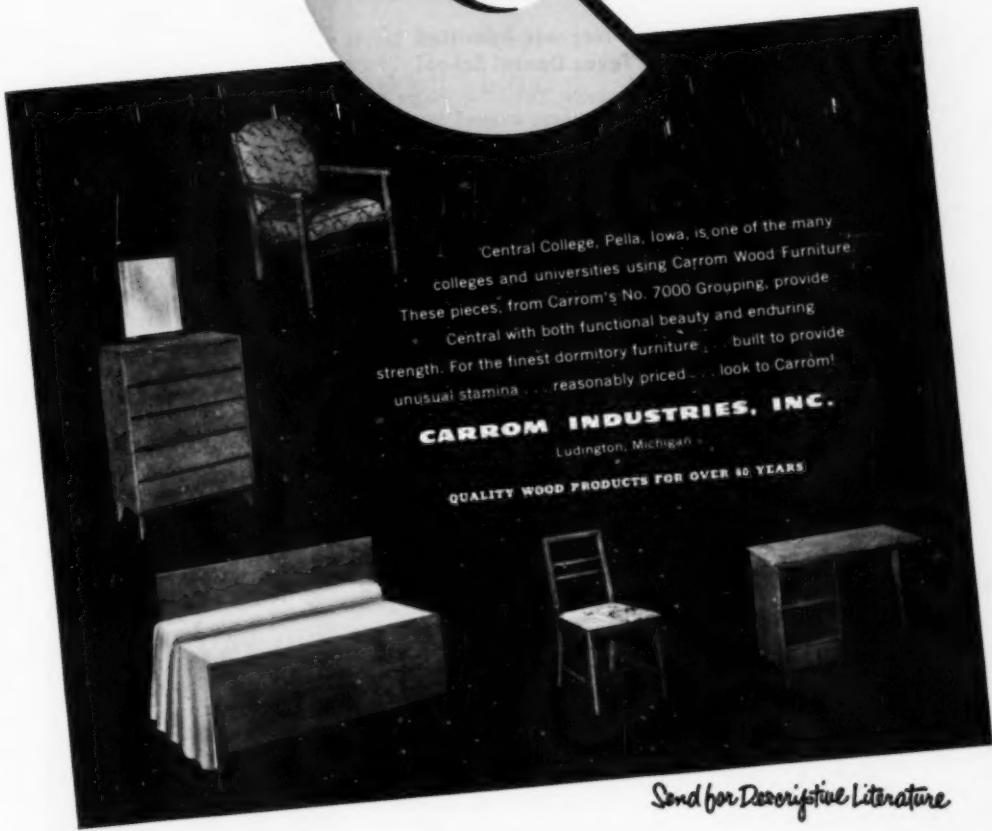
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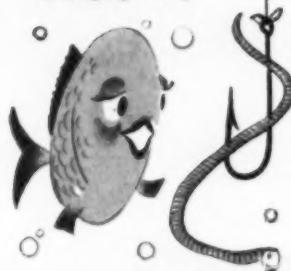
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In the purchase of sporting goods every school should carefully study the integrity and reputation of the supplier. When you buy from your recognized Sporting Goods Dealer you can be sure of his integrity, that he stands behind the equipment he sells, and that his prices are fair and equitable. Naturally he makes a legitimate margin of profit so that he can stay in business and continue to give you the service and counsel you need.

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NEWS.

ville while equal educational facilities were available at Florida A. and M. College for Negroes in Tallahassee.

The unanimous opinion was written by Chief Justice H. L. Sebring, who stated: "While the 14th Amendment to the Federal Constitution requires that substantially equal opportunities and privileges shall be afforded every citizen, regardless of race or color, the Supreme Court of the United States has held by an unbroken line of decisions that equality of treatment need not mean identity of treatment, with respect to a tax supported facility."

Horace E. Hill of Daytona Beach, attorney for the five Negroes, served notice that he would appeal the case to the United States Supreme Court. It was sent to the supreme court once before, but it was returned to the state court because the question of equal facilities was not raised then.

Two Negroes Admitted to Texas Dental School

HOUSTON, TEX.—Two Negro students have been accepted for admission to the University of Texas dental branch in this city, the first Negroes to qualify for admission to the school.

They are Moritz V. Craven, son of a practicing physician in Houston, and Zeb F. Pointdexter, whose mother is a Fort Worth school teacher.

The new students hold master's degrees from Texas Southern University of Houston and recently passed competitive tests for the University of Texas dental branch, with dental aptitude tests set up by the American Dental Association. Mr. Craven and Mr. Pointdexter were accepted by the school because there is no comparable one for them in Texas. Its law stipulates that Negro students be admitted to white schools when there are no comparable educational facilities for Negroes.

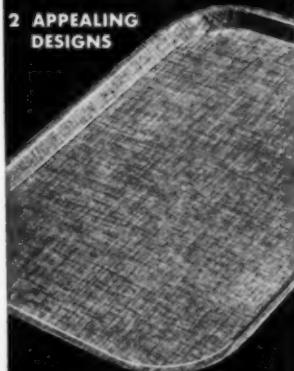
Predict Decline in Graduate Chemists

ATLANTIC CITY, N.J.—According to a survey recently completed by the American Chemical Society, and reported at its annual convention, it becomes evident that American colleges will graduate 5300 chemists in 1953-54, which constitutes less than

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Now, Silite gives you beautiful, sparkling color! And never before have color trays been offered at such a low price! Like all Silite products, these new color trays are precision-made to withstand the hardest usage. They're durable, attractive, economical!

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NEWS

half the number receiving diplomas in 1949-50.

The society said that the survey provided documentary support for repeated warnings by leaders of the profession that the country faced a chemical manpower shortage so severe as to threaten the entire defense mobilization program and the civilian economy as well.

Dr. Edgar C. Britton, president of the American Chemical Society, said that the report indicated that both

industry and government must review their entire research and development programs to make sure that full use is being made of all available technical personnel.

The survey, the first extensive study ever made of college students majoring in chemistry, was based on data collected from 793 colleges, universities and technology institutes and was prepared by Dr. B. R. Stanerson, secretary of the society's manpower committee.

Grant Aids Teachers for Elementary Schools

ITHACA, N.Y.—A grant of \$250,000 to Cornell University from the Fund for the Advancement of Education for a five-year program to train teachers for the elementary schools was announced recently by Deane W. Malott, president of the university. The fund was established by the Ford Foundation.

Mr. Malott said the program would offer advanced professional work of a seminar-internship type by which selected liberal arts graduates will be prepared for careers in the elementary schools.

The undertaking began this fall in Cornell's school of education under Professor A. L. Winsor, the school's director. The course, open to both men and women, will require a year. The work will lead to a permanent certificate and the degree of master of education.

Expect Enrollment Drop in Canadian Colleges

OTTAWA, ONT.—According to statistics recently compiled by a Canadian press service, it is expected that enrollment for Canadian colleges and universities will decline by 3 or 4 per cent after all enrollment totals at the various institutions have been reported.

According to preliminary figures, the University of Western Ontario at London, Ontario, was the only institution reporting an increase in registration over 1951.

Grant Building Loans to Four Universities

WASHINGTON, D.C.—In mid-September announcement was made by Raymond M. Foley, administrator of the Housing and Home Finance Agency, that approval of loans for four institutions had been granted and that construction would begin at Butler University, Seattle University, Emory University, and Southern Illinois University.

Butler University obtained a long-term loan of \$890,000 for construction of a residence hall for 263 men students at a total cost of \$1,090,000.

Seattle University received approval of a long-term loan of \$1,200,000 for the construction of a residence hall for

Blodgett Flexibility provides Menu Variety

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NEWS . . .

308 men students. An R.O.T.C. enrollment of 500 is anticipated during the 1952-53 academic year and the additional housing facilities are expected to contribute to further expansion of the unit in subsequent years.

At Emory University a loan of \$650,000 was granted for the renovation of an addition of a new wing to a residence hall for 273 students. In addition to air force and medical R.O.T.C. units, Emory University con-

ducts 23 federal research contracts and operates schools for nursing, medicine and other professions which have defense significance.

Establishment of a new air force R.O.T.C. unit at Southern Illinois University has made possible the approval of a long-term loan of \$1,100,000 for the construction of a residence hall for 422 students at a total cost of \$2,058,831. The present R.O.T.C. unit of 629 enrollees is expected to increase to 1400 in 1953.

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O.D.M. Seeks Candidates for Scientific and Engineering Training

WASHINGTON, D.C.—Administrators in engineering schools and technical institutes will be interested in the details of Defense Manpower Policy No. 8 which was issued Sept. 6, 1952, by the Office of Defense Mobilization, entitled "Training and Utilization of Scientific and Engineering Manpower." Details of the policy were published in the Federal Register, Saturday, September 6, Volume 17, No. 175.

In the O.D.M. statement of manpower relative to scientific and engineering personnel, educational institutions are urged to make a special effort to include a program locating potential candidates for engineering training, encouraging them to enroll in colleges and universities offering scientific and engineering courses, and to assist the candidate in working up a suitable curriculum.

Institutions are urged to consider the possibility of acceleration and cooperative work-study arrangements in order to expedite the training process and also to make additional studies of teaching methods employed in the sciences and engineering and of the use of teaching and research facilities in these fields for the purpose of achieving the maximum educational return from existing staffs and facilities. Institutions also were urged to consider the causes of high drop-out rates among qualified students and take steps to minimize such dropouts. In order to encourage more high school graduates to be eligible for entrance in the engineering colleges it is urged that colleges and high schools work out closer arrangements to the end that both students and faculty will be aware of the opportunities in the engineering field.

The Office of Education, Federal Security Agency, is charged in the O.D.M. statement of manpower policy with the responsibility of working with colleges toward the improvement of engineering and scientific training and counseling, but at last reports it had not been granted any special funds for discharging the responsibilities placed on it by the O.D.M. statement. According to Earl J. McGrath, commissioner of education, the Office of Education is in hearty agreement with the responsibilities outlined and is do-

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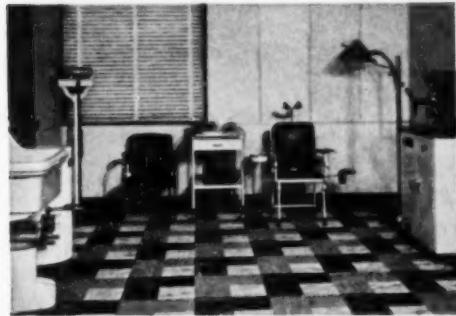
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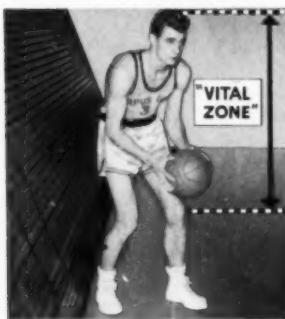


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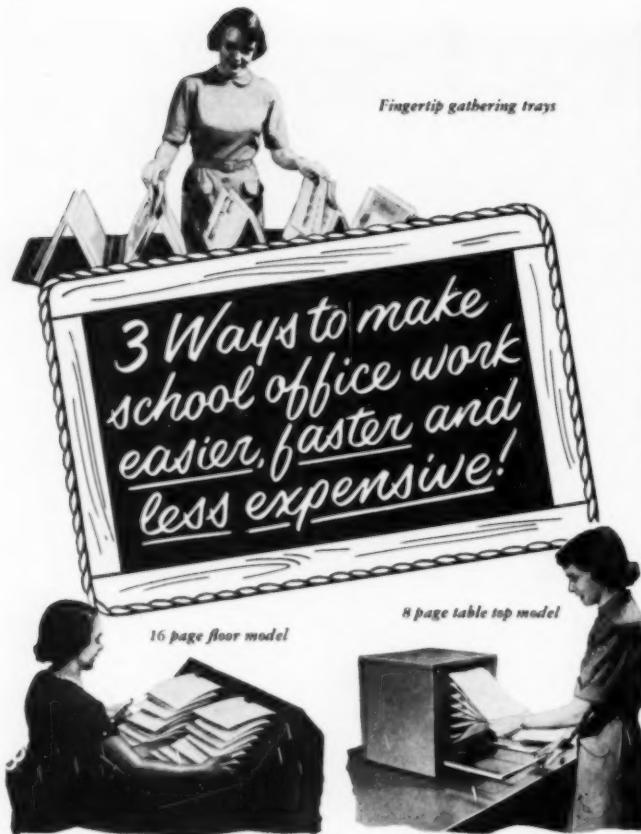
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NEWS.

ing everything in its power with present staff and funds to discharge them. Specifically, the Office of Education is serving in a liaison capacity between industries, O.D.M., the Department of Labor, and educational institutions with respect to training needs and available training facilities.

Plan Educational TV Station for Detroit

DETROIT.—Plans for an educational television station in the Detroit area are rapidly moving toward realization. Fifteen metropolitan area educational and cultural institutions, both public and private, are cooperating in the venture that is expected to serve as a guide for other cities.

Organizational plans for a non-profit corporation to own and operate the station have already been approved by more than half of the member institutions. Known as the Detroit Educational Television Foundation, the corporation will be controlled by a 15 man board of trustees who will undertake to raise funds from foundations and other donors.

None of the institutions taking part will have financial obligations beyond their program participation which will be determined by the individual agencies. A nine-man operations committee, named by member groups, will have actual control of the programming following approval by the trustees.

The Joint Committee on Educational Television in Washington, composed of national educational groups, has received the articles of incorporation and by-laws for the foundation with approval. The committee has asked permission to send copies of the articles throughout the country to show other cities how a single channel can be put to work for multiple educational interests.

The Detroit public schools and Wayne University have received board of education approval to participate in the plan. Other groups taking part will be the University of Detroit, Cranbrook Academy of Arts, Cranbrook Institute of Science, Detroit Historical Museum, Detroit Institute of Arts, Detroit Institute of Technology, Detroit Public Library, Edison Institute, Marygrove College, Mercy College, parochial schools of the Archdiocese of Detroit, public nonurban



Ronald Chatham photo

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NEWS

schools of Wayne County, and the public schools in near-by communities.

G.I.'s Offered Special Deferred Payment Plan

NEW YORK CITY.—Teachers College at Columbia University has announced a special deferred payment plan for veterans entitled to benefits under the new G.I. bill.

Dr. Milton C. Del Manzo, college provost, stated recently that under the

new plan any veteran of the Korean war who enrolled for a full-time program or for more than half of such a program might have up to two-thirds of his tuition deferred until after he completed the course.

Under the Teachers College plan, veterans can pay a third of the tuition while in college and the remainder at the rate of \$20 a month starting six months after completion of studies. Interest will be charged only if payments are not met on schedule.

Maintenance Workers Demand 40 Hour Week

STATE COLLEGE, PA.—In mid-September maintenance workers at Pennsylvania State College initiated a work stoppage program when an estimated 1000 workers, members of Local 67 American Federation of State, County and Municipal Employees, A.F.L., went into a continuous meeting in a local union hall.

Officials of the union have insisted that there is no strike and that the members are holding the meeting to await the reply of college authorities to their demand for a 40 hour week.

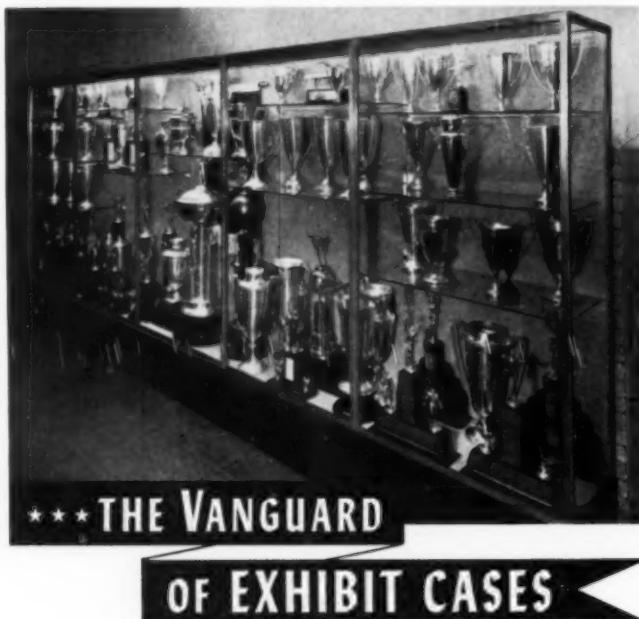
The college spokesman reported that classes opened for the fall term in "normal fashion." He stated that skeleton crews of maintenance workers were on the job. According to first reports the only effect of the work stoppage was the closing of the dining halls in two men's dormitories. The men students are taking their meals at the dining halls of the four major women's dormitories.

President Milton S. Eisenhower previously told the union that college authorities would be willing to discuss the demands of the union but could not do so while the work stoppage continued. He said the meeting, in effect, "calls many employees from their work as forbidden by state statute."

31,000 Korean Veterans Apply for Training

WASHINGTON, D.C.—More than 31,000 veterans with post-Korean service applied for education and training under the Korean G.I. bill during the first 10 days of the program, the Veterans Administration announced late in September. Although the new law was signed July 16, its education and training provisions did not take effect until August 20. The figure announced by the Veterans Administration is as of the end of August.

V.A. said it does not yet have a complete record of the number of post-Korean veterans who had actually entered G.I. training by that time. Enrollment reports must be sent to V.A. from schools and training establishments, but they haven't all been received. The total number of veterans who actually started G.I. training by August 31 will probably be much smaller than the 31,000 total of appli-



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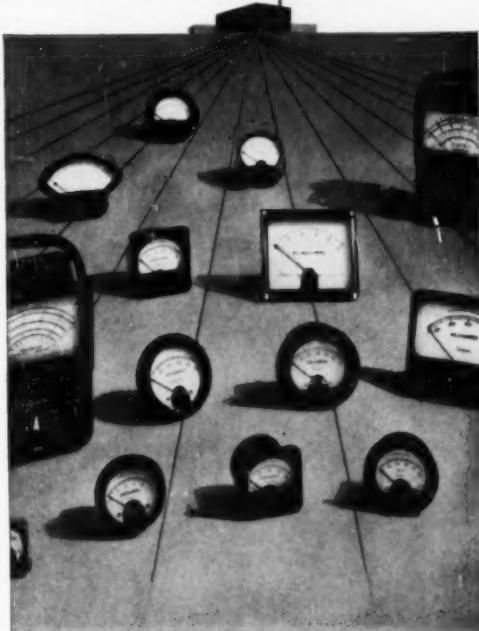
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NEWS

cations, V.A. pointed out. One reason is that many who applied early planned to start when schools opened in September.

Waive \$90 Fee for Korean Veterans

ALBANY, N.Y.—According to an announcement by President William S. Carlson, the State University of New York will waive its right to collect \$90 a year in fees from Korean war veter-

ans enrolling under the new G.I. Bill of Rights.

The recently enacted federal legislation permits tax supported universities to charge up to \$90 a year above regular charges to all other students. Dr. Carlson reported that the trustees had declined to apply what they considered "discriminatory fees." He stated that a veteran would have to pay the \$90 from the funds he would receive from the V.A., thus reducing his federal aid for subsistence.

City College Acquires Manhattanville Campus

NEW YORK CITY.—In a recent ceremony here the buildings and campus formerly occupied by the Manhattanville College of the Sacred Heart were turned over to the city to become a part of the City College of New York.

The old Manhattanville campus was purchased for \$8,800,620 by New York City in condemnation proceedings recently. The new campus for Manhattanville, a Catholic college for young women, will be relocated in Purchase, N.Y.

The ceremony of transfer of the property was climaxed by presentation of the keys of the institution by Mother Helen Fitzpatrick, Superior of the Religious of the Sacred Heart, to Dr. Harry N. Wright, who in turn handed the keys to his successor, Dr. Buell Gallagher.

Hall Honors Million Dollar Benefactor

BALTIMORE.—Johns Hopkins University will build a monument to the memory of an old bachelor, Alfred Jenkins Shriver, who gave the institution a million dollars providing it display a mural of 10 Baltimore beauties. Mr. Shriver died in 1939.

University authorities stated that the monument would be named Shriver Hall and would be a building with two lecture halls, unusual television facilities, and an expandable stage. The university hopes to have the structure finished by the fall of 1953.

In addition to the stipulation by Mr. Shriver that the building contain the mural of 10 Baltimore women at the "height of their beauty," there will be murals of the university's original trustees, of its original medical school faculty, of Mr. Shriver's family, and of Baltimore clipper ships.

Tuition Standardized at Wilmington College

WILMINGTON, OHIO.—Tuition rates have been increased slightly and a new payment plan for college expenses begun at Wilmington College, according to an announcement by Brooke Morgan, bursar.

The boost standardizes the semester-hour rate at \$14, regardless of number of hours carried. The old rate was

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NEWS . . .

approximately \$13.33 per semester hour.

Withdrawal from Tuition Plan, Inc., a national college group formed to regulate tuition plans and payments, means that the local institution can fit the payment plan to the student by permitting quarterly payments of college expenses. All payments must be made in advance. For students who pay the entire amount at the beginning of the school term, the college allows a cash discount of 5 per cent.

College meals also will cost slightly more beginning this fall. Students will now pay \$180 per semester as against \$170 during the term that has just passed.

To help offset the two increases, Professor Morgan said, the college has granted an increase in the minimum student wage rate for work done on campus. Beginners will receive 55 cents per hour instead of the old rate of 50 cents; higher rates will be paid for more experienced personnel.

Six New Structures for Southern Illinois

CARBONDALE, ILL.—The most extensive building program in its history is now in full swing at Southern Illinois University. A \$5,700,000 outlay will add six new structures to the university's campus by the end of next year. Other buildings may be launched in 1953.

Steadily taking shape are a women's residence hall, a life science building, an animal building, a physical education wing, an industrial education building, and service shops for university motor equipment. Various minor projects also are under way.

Biggest item on the construction budget is the \$1,719,953 being spent to add a 422 bed women's residence hall to Southern's campus. It is scheduled for completion by April 1, 1953.

Tuition Scholarships to 98 Northeastern Freshmen

BOSTON.—More than \$22,000 in tuition scholarships has been awarded to 98 freshmen at Northeastern University for the academic year 1952-53, according to a recent announcement by Dr. Carl S. Ell, president.

Funds for the tuition awards derive from three scholarship trusts, ranging in individual grants from \$455 to \$100. These are: trustee scholarships, \$11,235; New England States scholarships, \$4770, and the Charles Hayden Memorial scholarships, \$6260. Forty-five students received grants from the first scholarship trust, 22 from the second, and 31 from the third.

Twenty-two young women are among the recipients of the awards.

Higher Education Has Grown "Persistently"

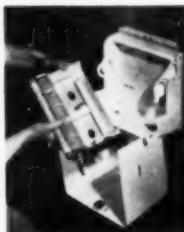
WASHINGTON, D.C.—Higher education in the United States has been growing "persistently and without interruption" during the past half century, says the U.S. Office of Education in a new study on statistics of higher education.

In 1900 the United States had only 977 institutions of higher learning. Today it has 1851. Although the total population of the United States doubled between 1900 and 1950, college enrollment increased more than tenfold. The half century also saw the rise of that unique American institution, the

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NEWS . . .

junior college, and the decline of another institution, the county normal school.

The large institution came into its own. In 1900 not one institution enrolled as many as 5000. Today, one university enrolls 48,000 students, and 10 have 20,000 or more.

Striking also has been the increase in the number of women teachers on college campuses. Institutions today employ 31,000 women teachers, or 13 times as many as they did in 1900.

Convention Expenses Are Tax Deductible

WASHINGTON, D.C.—The following statements from the U.S. Treasury Department will indicate the official attitude toward convention expenses as deductible items for the federal income tax:

"The bureau has consistently held that expenses of travel, meals and lodging incurred by teachers in attending teachers' conventions constitute al-

lowable deductions for federal income tax purposes.

"It is the opinion of this office that the total amount expended for transportation, including the federal tax on transportation, would be deductible, for federal income tax purposes, by teachers traveling to educational conferences or conventions."

Center for Improving Group Procedures

NEW YORK CITY.—A Center for Improving Group Procedures has been established at Teachers College, Columbia University, to provide community agencies, public and private educational institutions and agencies, and industrial and other organizations with consultation and educational services for more effective group procedures, Milton C. Del Manzo, provost of the college, announced recently.

The center will also "contribute, through experimentation and research, understanding and skill to the science and art of group procedures," Dr. Del Manzo stated.

Some of the services available are: group leadership training programs, conference planning for group participation, staff relations clinics, personnel appraisal services, evaluation of supervisory practices, development of materials, and training and research programs designed to meet specific personnel needs.

The center, associated with the guidance department at the college, is under the direction of Dr. Kenneth F. Herrold, associate professor of education at Teachers College.

Student Deferment Expected to Continue

WASHINGTON, D.C.—According to a report by the National Conference for Mobilization of Education, the chances are good that few of the half million deferred students in America's high schools and colleges will be called into military service before the end of the current academic year. Unless the international situation changes drastically, Selective Service headquarters in Washington believes that almost all students in good standing will not be drafted during the 1952-53 school year. Though P.L. 51 guarantees a student only one one-year deferment—to finish a term that he en-

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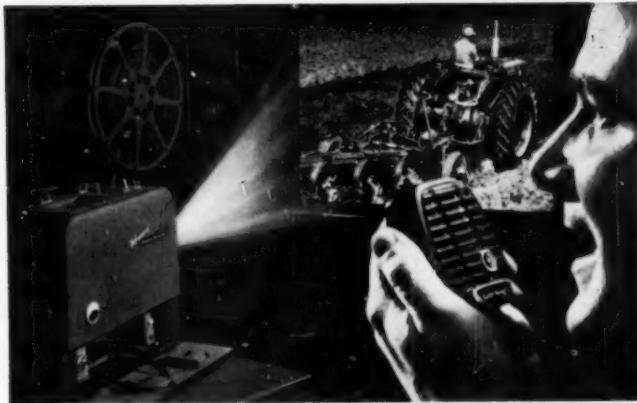
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Here is a pace-setting new development in low-cost sound movies! Now... you can record and play back magnetic sound on *double-perforated* 16mm film... with the new Bell & Howell Filmosound 202 recording projector!

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Therefore, if you already have 16mm silent movies which you would like to make into sound movies, all you need do is have this magnetic sound track added to the *original* films. No need to have them copied on single-perforated film, a tremendous savings in the cost of making your own sound movies.

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tered before receiving an induction notice—a Presidential directive offers college students a chance to get annual postponements through their college years, so long as their grades are good. By law, high school students are deferred to age 20 or graduation.

From August 1952 to August 1953 the armed forces will require a minimum of 600,000 men. The supply of eligible men is barely 245,000. The problem facing Selective Service is to find 355,000 men to fill the gap. De-

fense officials have studied the wealthy manpower potential in the nation's schools—61,000 deferred students in high schools, 214,000 deferred students in colleges, 265,000 deferred members of the army, air force, and navy R.O.T.C. programs—but to date the official trend is to seek men from other sources.

The extant policy of student deferment will continue despite increasing demands from the armed forces and despite the continuing release of Kor-

ean veterans. The job of Selective Service becomes steadily more difficult as the manpower pool shrinks, but officials feel that the nation's welfare will in the long run be served best by the continued deferment of qualified students in high school and college.

Students marrying while in college will gain no additional deferment, but will be eligible for draft at the end of each school year. Teachers of draft age may be deferred if the local board is convinced they are essential, irreplaceable; this remains a local, not national, policy problem. Veterans and men over 26 remain immune.

Rather than draft students, Selective Service has several other choices: It may revise physical and mental standards downward; it may consider taking post-Korea fathers; it may reach into the 18½ to 19 year old bracket; it may reconsider dependency claims; it may reexamine 4Fs. The Department of Defense, similarly, may help achieve manpower goals by dipping further into the National Guard and reserve forces.

GIFTS AND BEQUESTS

• Princeton University, Princeton, N.J., recently became principal beneficiary of the estate of Mrs. Helen A. Scribner, who left gross assets totaling \$734,086 to the university when she died in 1949. Mrs. Scribner, widow of Arthur Scribner of the Scribner publishing concern, left interests in the residue of her estate amounting to about \$566,000 to trustees of the university in memory of her father, valedictorian of the class of 1855. In addition, Mrs. Scribner also left a \$3355 book collection to Bryn Mawr College.

• Cornell University, Ithaca, N.Y., announced recently that it had received a grant of \$250,000 from the Fund for the Advancement of Education. The fund, established by the Ford foundation, made the gift to the university for the purpose of training teachers for elementary schools.

• Northwestern University, Evanston, Ill., received a bequest of approximately \$4,200,000 from the estate of Mrs. Elsie S. Eckstein, former co-sponsor of music at Ravinia Park.

• Dartmouth College, Hanover, N.H., for the second consecutive year has set new records in the 1952 Dartmouth College Alumni Fund. This year \$611,531 was contributed by alumni, parents and friends to the col-

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lege. The total gift exceeded the \$500,000 objective of this year's drive and surpassed last year's record by \$34,000. The new amount raises to more than \$6,600,000 the grand total which was contributed during the 38 year history of the annual Dartmouth Alumni Fund.

• **Northfield School for Girls**, Northfield, Mass., received gifts totaling more than \$1,000,000, President William E. Park announced recently. Dr. Park said that more than \$100,000 was re-

ceived in annual gifts from friends and alumni, \$100,000 in bequests, and \$800,000 in gifts to the Northfield School Development Fund.

• **New York University**, New York City, announced that gifts and bequests totaling \$6,018,721 had been received during the fiscal year ending June 30. This amount, largest in the university's history, included a gift of \$4,362,692 to the New York University-Bellevue Medical Center for teaching, research, medical care, and construction of new

buildings. The \$1,656,028 remaining is to be used for research, scholarships, student aid and other purposes in other departments of the university.

• **Vassar College**, Poughkeepsie, N.Y., recently reported that it has received a total of \$1,179,488.88 in gifts and bequests during its fiscal year 1951-52. The largest single unrestricted gift, a bequest from Mrs. Mathew A. Wilks, totaled \$411,347.97. The alumnae's gift, which was also unrestricted, was a record \$215,126.72.

• **Sarah Lawrence College**, Bronxville, N.Y., announced that it had received gifts totaling \$273,389 in the last 12 months, a new record for all academic years since the college was founded. Alumnae, students, trustees and parents and friends gave \$171,205 for the new student art center. A gift of \$42,000 from Otto Frohnknecht of New York in memory of his daughter was used for acquisition of an old mansion adjoining the campus for conversion into a dormitory. Other gifts will be used for scholarships and faculty salaries.

• **Union College**, Schenectady, N.Y., received \$500,000 recently, in addition to \$1,000,000 given the college in previous years by Frank Bailey, to "repay" a free scholarship he received there in 1881. The current gift of \$500,000 will be used to support particularly the teaching in the Union College departments of electrical engineering and economics.

• **Teachers College**, Columbia University, received the highest total of grants, gifts and bequests to the college in 15 years, it was announced by President William F. Russell. During the academic year ending June 30, Teachers College was given \$1,111,167, the largest amount received since 1936. It represents an increase of \$268,000 over the previous year's gift total and includes the first fund raising effort undertaken for the college by its alumni.

• **Yale University**, New Haven, Conn., recently announced that the Yale Alumni Fund for 1951-52, headed by George H. Walker Jr., had reached the record total of \$1,015,418. This is the largest annual alumni contribution for unrestricted use in the history of any college or university, the announcement said. Alumni, friends and parents of Yale students sent in contributions averaging \$42.56; their best response, it was said, was from Scranton, Pa., and South Bend, Ind.



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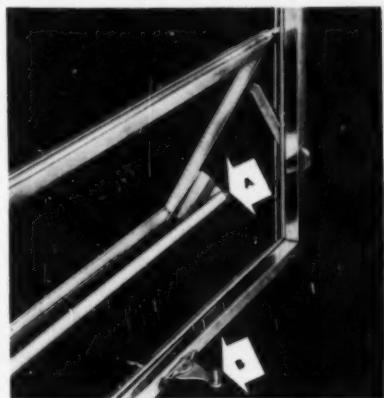
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Convention: May 3-5, Fort Valley State College, Fort Valley, Ga.

Central Association

President: Bruce Pollock, Carleton College; secretary-treasurer: C. C. De Long, University of Illinois.

Eastern Association

President: Charles H. Wheeler III, University of Richmond; secretary-treasurer, Irwin K. French, Wellesley College.

Convention: Nov. 30-Dec. 2, Chalfonte-Haddon Hall, Atlantic City, N.J.

Southern Association

President: Frank D. Peterson, University of Kentucky; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

Western Association

President: Robert W. Fenix, Willamette University; secretary-treasurer: William Milliken, St. Mary's College of California.

Convention: May 10-12, Empress Hotel, Victoria, B.C., Can.

American College Public Relations Association

President: Edward P. Vonderhaar, Xavier University, Cincinnati.

Convention: 1953, Salt Lake City.

Association of Physical Plant Administrators of Universities and Colleges

President: Edward Pardon, University of Michigan; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

Convention: May 11-13, Alabama Polytechnic Institute, Auburn, Ala.

National Association of College Stores

President: H. R. Ritchie, University of North Carolina Book Exchange, Chapel Hill; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

College and University Personnel Association

President: Hedwin Anderson, University of Minnesota; secretary-treasurer: Clara Stimson, University of Rochester; executive secretary, Donald E. Dickason, University of Illinois. Permanent headquarters, 809 S. Wright St., Champaign, Ill.

Convention: July 1953, Michigan State College, East Lansing.

National Association of College and University Housing Officers

President: Kenneth D. Lawson, Michigan State College; vice president: M. R. Shaw, Cornell University; secretary-treasurer: Ruth N. Donnelly, University of California, Berkeley.

Convention: August, University of Minnesota.



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*"Terrazzo as Affected by Cleaning Materials" by D. W. Kessler (National Bureau of Standards). Originally published in *Journal of the American Concrete Institute* September, 1948.

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NAMES IN THE NEWS



Logan Wilson

Dr. Logan Wilson, vice president of the University of North Carolina, has been named president of the University of Texas, succeeding **Dr. T. S. Painter**, who retired September 1. Dr. Wilson, a native Texan, will assume his new duties on February 1.

Dr. Norman H. Topping, a scientist and administrator of the U.S. Public Health Service, has been named vice president of the University of Pennsylvania in charge of medical affairs. Dr. Topping's appointment becomes effective November 1.

Luther E. Sharp has been selected as president of the College of Emporia, Emporia, Kan. He will succeed the **Rev. Paul B. McCleave**, who resigned to be pastor of the First Presbyterian Church at Bozeman, Mont.

Dr. Herbert W. Hines has been named to the presidency of Rocky Mountain College in Billings, Mont. He was for 15 years a member of the executive staff of Rotary International, with offices in Chicago. Dr. Hines' work was primarily in the field of international service, and he was active in the raising of a \$2,000,000 endowment fund for an extensive student exchange program.



Herbert W. Hines

John F. Plouff, assistant to the vice president of business affairs at the University of Notre Dame, has resigned to join the staff of the Sinclair Refining Company as a general sales representative, with headquarters in Milwaukee.

Alvin S. Bynum, publicity director and alumni secretary of Dillard University, New Orleans, for the last two years, has been named to the post of administrative assistant to **President A. W. Dent**.

T. Glenwood Stoudt, dean of Wyoming Polytechnic Institute in Wyoming, Pa., has been made president to succeed **Dr. Arthur C. Harper**, now president emeritus.

H. E. Whitaker, superintendent of buildings and grounds at Maryland State College, resigned to become superintendent of buildings and grounds at Bethune-Cookman College, Daytona Beach, Fla. He took over the new job on September 1.

William M. Cousins Jr., assistant business manager at Armour Research Foundation of Illinois Institute of Technology, has been named business manager, according to a recent announcement by **Dr. Haldon A. Leedy**, foundation director.

Norman Milbank has been named bursar of Stanford University, a newly created position at the institution. His principal duties will involve the receipt and disbursement of funds, in assistance to **Duncan I. McFadden**, controller. He will supervise the cashier's office, veterans accounts, and student accounts including room and board, tuition and fees.

J. Ralph Murray, formerly associate professor of English at the University of Miami, Coral Gables, Fla., has been elected to the presidency of Greenbrier



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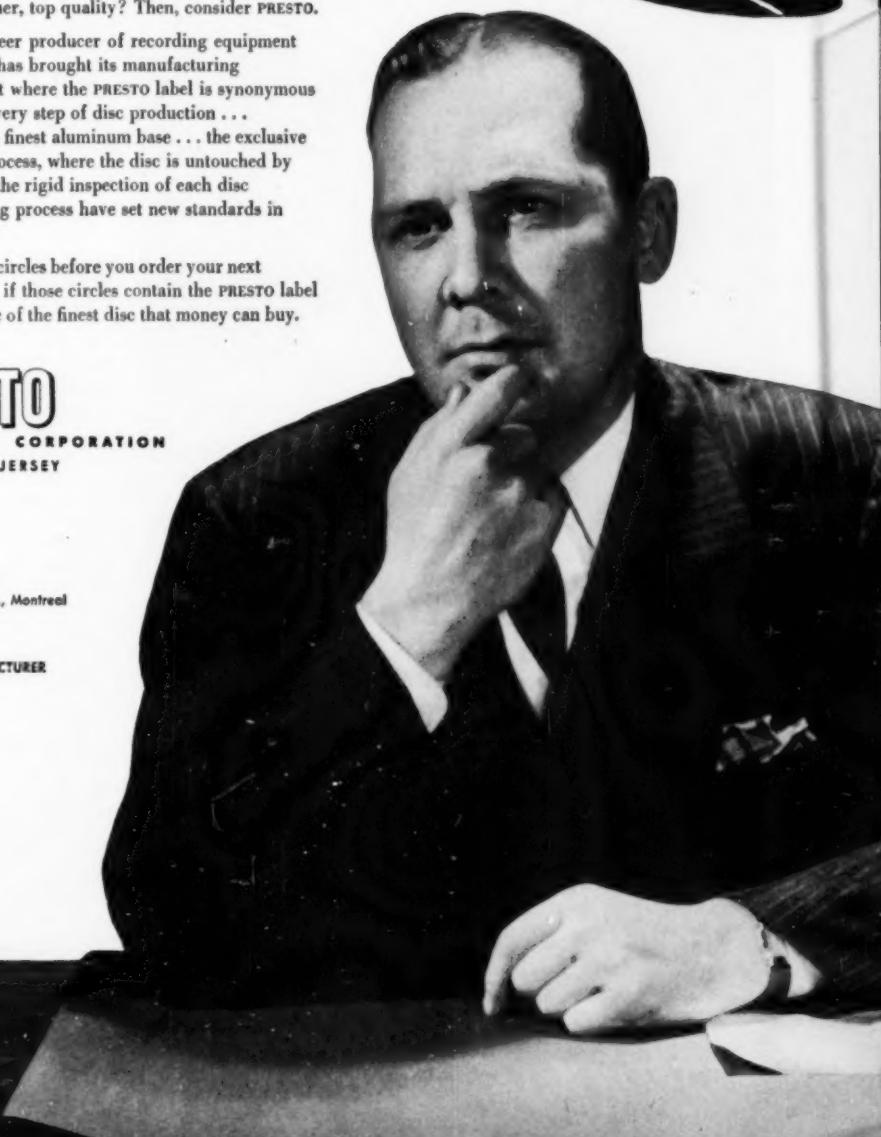
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NEWS . . .

Junior College, Lewisburg, W. Va. He succeeds **French W. Thompson**.



R. D. Strathmeyer

Richard D. Strathmeyer, assistant controller of Drexel Institute of Technology, has been named controller to succeed **W. Ralph Waggoner**, who has been on the institute staff since 1922.

Dr. S. A. Nock, formerly academic dean and registrar of Briarcliff Junior College, and director of admissions, Kansas State College, has been appointed registrar of Pace College, New York City.

William S. Lemly has been named director of public relations and development at Cedar Crest College, Allentown, Pa. Prior to his appointment he had been associated with several of the largest fund raising and public relations firms in the country.



D. S. Ballantine

Duncan S. Ballantine, formerly associate professor of history at Massachusetts Institute of Technology, has been named president of Reed College at Portland, Ore. He succeeds **Ernest Boyd MacNaughton**, who retired on June 30 after having served as interim president since 1948.

Gregory W. Whiting, dean of Bluefield State College, Bluefield, Va., has been named acting president until a successor to **Henry L. Dickason** is appointed. Dr. Dickason retired at the conclusion of the summer term after 38 years of service with the college.

Basil H. Peterson, president of Orange Coast College, Costa Mesa, Calif., has been elected president of the American Association of Junior Colleges. He will succeed **Dorothy M. Bell**, president of Bradford Junior College, Haverhill, Mass.

William C. White, dean and director of the day colleges at Northeastern University in Boston, on January 1 will become vice president of the university, succeeding **Dr. Everett A. Churchill**, who will retire because of illness. Dr. Churchill has held the post for the last 27 years.

Eugene E. Garbee, formerly associate professor of health and physical education at Drake University, Des Moines, Iowa, has been named president of Upper Iowa University at Fayette.



Eugene E. Garbee

James E. Murphy, for the last two years a member of the national public relations staff of the American Legion, has been named director of public information at the University of Notre Dame. He succeeds **Raymond J. Donovan**, who resigned to become Michigan editor of the *South Bend Tribune*.

Rev. Roy Burgess, former minister of the West Side Christian Church of Wichita, Kan., has been appointed president of Manhattan Bible College at Manhattan, Kan. He succeeds the late **T. H. Johnson**.

John E. Fields, head of the department of development and fund raising at the University of Southern Califor-

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enough to the standard rectangular table generally used for classroom purposes.

In addition to its multifunctional design, the Multi-mode table has the Natcolite plastic laminated top in a wood-grain pattern specially developed for uniform low light reflectance. It is stain-proof and highly resistant to marring. Maintenance costs are practically eliminated, because it never needs refinishing. Made in a choice of two finishes: Honey Maple and Silver Birch. Four standard heights: 20-inch, 23-inch, 26-inch, 29-inch.

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NEWS

nia since 1948, has been named a vice president of the university, according to a recent announcement by **Fred D. Fagg Jr.**, president of the university.



Frederick E. Oliver

Frederick E. Oliver, formerly manager of the business office of the State University of Iowa, has been appointed chief accountant at the University of Michigan. Mr. Oliver will fill the position left vacant January 1 when **Raymond R. Garlough** became business manager of the University of Michigan's Institute for Social Research.

Dwight B. Adams

Adams, director of Stanford Village, the Stanford University operated housing project in Menlo Park, has been appointed assistant business manager of the university. His new duties in the business office will include matters pertaining to the village, patents, research contracts, and business office personnel.



Dwight B. Adams

Joseph Asbury Pitman, president of State Teachers College, Salem, Mass., from 1906 until his retirement in 1927, died recently after a long illness at Belfast, Me. He was 85 years old.

CLASSIFIED ADVERTISING

POSITIONS OPEN

Bookstore Manager—Woman for women's college in New England university; management of branch of university bookstore operated by university; responsibility for complete operation of store; 10 months' employment preferred; closed July and August. Write Box CO 95, COLLEGE AND UNIVERSITY BUSINESS.

Food Service Manager—Position available January 1, 1953 in midwestern state university which operates three dormitory dining halls, serving 500 students daily; need person with institutional training and experience; preferably college graduate; position includes purchasing of foods, planning of menus; supervision of help and food cost accounting; in reply give personal data; training experience and references and include photograph in first letter. Write Box CO 93, COLLEGE AND UNIVERSITY BUSINESS.

Manager of Printing Plant—State University in sunny southwest; plant volume \$150,000 in forms, catalogs, bulletins, bound books and student paper; union staff; applicants need diversified experience and interest in efficiency and new methods; salary around \$6000 with numerous fringe benefits, including 4 weeks' vacation third year. Write Box CO 94, COLLEGE AND UNIVERSITY BUSINESS.

University Food Supervisor for Men's Residence Halls.—To supervise kitchen and dining service; training and experience in food production and supervision of commissary per-

sonnel; year-round position beginning immediately; salary open. Apply E. R. Park, Manager, PURDUE UNIVERSITY, WEST LAFAYETTE, INDIANA.

POSITIONS WANTED

Bookstore Manager—Bookseller with 20 years of successful retail bookselling who is presently employed as operating manager of small Pacific Coast college bookstore doing \$25,000.00 gross wishes managerial position in larger college for better employment of his talents and experience; will remove anywhere in United States. Write Box CW 116, COLLEGE AND UNIVERSITY BUSINESS.

Business Officer—Ten years' experience college and university business manager; progressively responsible administrative positions federal and state governments as supervisor of auditors, personnel administrator, state purchasing agent; account change state administration will resign as commissioner of revenues January, 1953; available responsible position. Write Box CW 114, COLLEGE AND UNIVERSITY BUSINESS.

Director of Dormitories—Student Union Manager or Business Manager—Qualified man wants a position with college, university, or preparatory school; age 41; married; one child; B. A. Degree in Hotel Administration; experience includes work at management level in hotel, student union, and university feeding fields; now employed in management position in another field. Write Box CW 115, COLLEGE AND UNIVERSITY BUSINESS.

The rates for classified advertisements are: 10 cents a word; minimum charge, \$2.50.

Forms close 25th of month preceding date of issue.

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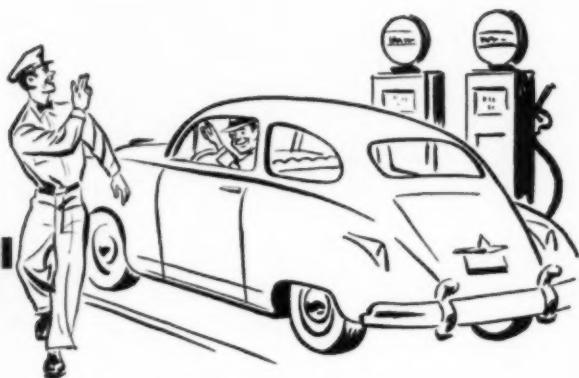
"SEE YOU AT THE POLLS!"



"SEE YOU AT THE POLLS!"



"SEE YOU AT THE POLLS!"



Nobody knows for sure how it started—this line about "See you at the Polls!" we're hearing all over these days.

Best explanation seems to be that it came from that state candidate out west. . . . His opponent in a debate got all riled up and challenged him to fight it out in the alley.

But he said—"I'll settle this the AMERICAN way—I'll see you at the polls!" And the audience picked up the chant.

Now everybody's saying it—and on Nov. 4 everybody will be *doing* it!

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"SEE YOU AT THE POLLS!"



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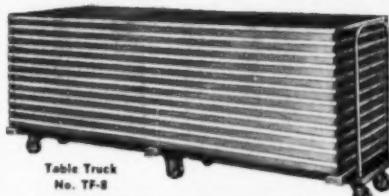
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Vol. 13, No. 4, October 1952

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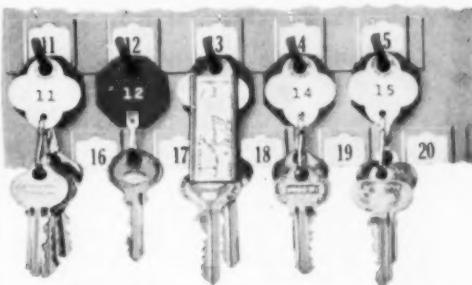


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The Sensimatic's amazing effort-free speed comes from its exclusive sensing panel or "mechanical brain" that automatically directs it through every accounting operation. Its superior design makes the operator's work easy. There is less to do—less to learn. Automatic controls, continuous visibility of work in progress, and complete keyboard control, reduce operations and chance of error—provide peak production on *every* accounting job.

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WHEREVER THERE'S BUSINESS THERE'S



WHAT'S NEW

October 1952

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 100. Circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Photo-Copy Machine



The new County Recorder Dexigraph is designed for the quick and easy copying of documents and records. Use of the Dexigraph photo-copying method ensures complete accuracy in reproduction. Papers up to 8 1/2 by 14 inches in size are reproduced in full size. Also pages from bound volumes up to 11 by 18 inches can be reproduced on the 11 by 14 inch paper at a 77 per cent reduction in size. With accessory attachments records can be enlarged to 110 per cent of the original. Any kind of record can be copied and up to 200 exposures or 100 fully developed photo-copies can be made per hour. The new Dexigraph is mounted on casters and can be easily moved to the place of use. **Remington Rand Inc., Dept. CUB, 315 Fourth Ave., New York 10.** (Key No. 200)

Incombustible Acoustical Tile

Molded from mineral fibers and special binders, Celotone Tile is a new, incombustible, highly efficient acoustical product. It has deep, irregularly shaped and spaced fissures providing a texture similar to that of travertine marble. The fissured mineral tile provides a high degree of sound absorption. The factory-applied white finish is washable and has a light reflection factor of .80. Applied to ceiling or wall, Celotone tile produces an attractive effect appropriate with traditional as well as modern architecture. Celotone Tile is manufactured in 11/16, 13/16 and 15/16 inch thicknesses and in 12 by 12 and 12 by 24 inch sizes with square or beveled edges. **The Celotex Corp., Dept. CUB, 120 S. La Salle St., Chicago 3.** (Key No. 201)

Cream Dispenser

The new Kwik-Serve Cream Dispenser holds any shape quart bottle and dispenses cream from the bottle without transferring. It complies with sanitary requirements, gives exact portions, does not get out of adjustment and is made of stainless steel. The cream bottle fits in the chamber of the dispenser and keeps cream completely sealed-in until dispensed. Four simple parts slip easily apart for washing. The ice chamber in the top lifts off for quick changing of bottles. **Edward Don & Co., Dept. CUB, 2201 S. LaSalle St., Chicago 16.** (Key No. 202)

Dormitory Suites

Attractive, modern design, careful, sturdy construction and Du Pont Dulux



finish on all exposed wood surfaces are features of the new dormitory suites now offered by Marshall Field and Company. The finish is resistant to alcohols, nail polish, diluted acids, fats and greases, heat and color and is resistant to impact without cracking or chipping. It is tough and scratch resistant and has high color retention properties.

The new furniture has rounded corners to eliminate sharpness. Cabinet and dresser drawers are constructed with dovetail joints and are glue blocked. All tops are secured by tongue and groove joints for extra strength and rigidity. Bed joints are strengthened by anchoring in opposite direction of joint with spiral cut hardwood dowels. Pieces in the suite include bed, dresser desk, chest with six drawers, single and double student desks, night stand, writing desk, mirror and straight chair. **Marshall Field & Co., Contract Div., Dept. CUB, Merchandise Mart, Chicago 54.** (Key No. 203)

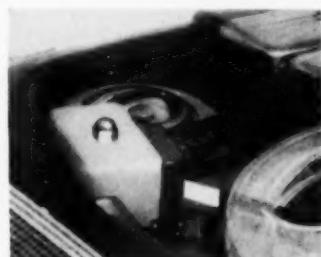
Spray Deodorant

Cabinet-San Aerosol Deodorant is an inexpensive aid to free the air of perspiration, smoke and other objectionable odors in auditoriums, gymnasiums, kitchens, cafeterias, wash rooms, dressing rooms and other areas. The disposable pressure-type container has a built-in push button spray device. Cabinet-San will not spot or stain fabrics and is also available in bulk form with refillable plastic spray-bottle. **Huntington Laboratories, Inc., Dept. CUB, Huntington, Ind.** (Key No. 204)

Sound-Slide Synchronizer

A new method for accurately and automatically synchronizing recorded commentary with projection slides is offered in the Synchroslide. This electronic system of slide changing eliminates human error. The taped commentary is "cued" for slide changing, using white "cueing patches" applied to the back of the magnetic tape. When the "cued" portion of the tape passes through a specially designed electric eye mechanism, the slide projector's changing apparatus is triggered electronically, resulting in an automatic change of slides.

The white "cueing patches" may be removed and changed as desired without harming either the tape or the sound quality. As many as three slide changes per second are attainable with the system. Synchroslide is available in two models: Model 200 is a factory-installed unit which can be used with any tape recorder, and Model 100 is a portable unit for use with any tape recorder and



slide projector already equipped with remote control. **Synchronic Products Co., Dept. CUB, 766 Broadway, Bayonne, N. J.** (Key No. 205)

(Continued on page 92)

What's New . . .

Lift-Lid Table

An enclosed book box is incorporated into the new Lift-Lid Tubular Table added to the Griggs line of Airliner tub-



ular school furniture. The new Griggs design provides a lift-lid table with hinge and top support permitting easy opening of the top with the mechanism preventing the slamming of the top when closing. The one piece top, 18 by 24 inches in size, is hinged along the back of the book box.

The tables are constructed with plywood book box and top and tubular steel legs with cross-bars for additional durability and strength. They are available with Formica marproof tops. Tubular steel and plywood chairs are also available in the Airliner line for use with the new Lift-Lid Tables. **Griggs Equipment Co., Dept. CUB, Belton, Texas.** (Key No. 206)

Telephone Dictation System

A new remote control telephone dictation system has been developed to provide economical dictation facilities for multiple users. Called the PhonAudograph, each user has a private line connected to a single dictation machine, thus making it unnecessary to have dictating machines for each individual. In addition to privacy, the PhonAudograph gives complete control of the system, including complete lockout of the controls on all other telephones. The system provides push-button control for unlimited "listen back" and for indicating corrections or special instructions, and a private telephone line between the dictator and the secretary.

Telephone dictation equipment can be made available in many offices, laboratories and classrooms for the convenience of professors, research workers and administrative personnel. On the base of the telephone are a small light and four push buttons for listen, correction, end and attendant. The lights of all phones glow when the system is available for use. The heart of the system is the Audio-

graph, a disc recording and transcribing instrument using single discs of 20 minutes, 30 minutes or one hour duration interchangeably. **The Gray Mfg. Co., Inc., Dept. CUB, 16 Arbor St., Hartford 1, Conn.** (Key No. 207)

Wet-and-Dry Vacuum

The new Hild Wet-and-Dry Vacuum has a 55 gallon tank which holds 5 bushels of dry dirt or 40 gallons of recovered liquid. The entire unit is mounted on a heavy steel dolly fitted with a hinged handle and three ball-bearing casters for easy handling. A quick-opening gate valve permits easy emptying of liquid contents into a drain or gutter. The new model can be used for dirty scrubbing solutions, to dry flooded areas, to recover coolant and to clean coolant sump tanks and to pick up either liquid or dry dirt without adjustment or change of parts. Attachments are available to equip the machine to do a wide variety of jobs. **Hild Floor Machine Co., Dept. CUB, 740 W. Washington Blvd., Chicago 6.** (Key No. 208)

Royal Typewriter

The new Royal Typewriter carries a new Royal development—the "Magic" Tabulator dual tab control. This new feature permits the operator the advan-



tage of both finger and palm tabulation without moving her hands from the essential guide key positions.

Another new feature is the Carriage Control. The tension of the carriage can be adjusted to suit the job by turning an indicating dial on the left side of the typewriter. The new machine is finished in soft brown frieze with green keys for color contrast and eye comfort.

The new Royal has all of the advanced Royal features. The personalized keyboard is scientifically designed for natural ease in typing. Controls are located for instant action and the keys are made of non-glare plastic. The improved "Magic" Margin permits simple, quick margin setting. The Royal HH Space Bar is faster, lighter and more positive acting. **Royal Typewriter Co., Inc., Dept. CUB, 2 Park Ave., New York 16.** (Key No. 209)

(Continued on page 94)

Norcor Chair Desk

The Norcor Series 500 is a new chair desk formed of angle steel construction



and built in 13, 15, 17 and 18 inch seat heights. It is of a new design to conform to principles of correct school posture and to provide strength, durability and comfort. The generously sized plywood desk top is easily adjusted to four positions. When raised, it simultaneously moves forward, increasing the distance between desk and backrest for larger pupils. The design provides easy and unobstructed ingress and egress.

The desk top is rigidly supported by a single sturdy, welded tubular steel post with a formed steel V-brace. There are no sharp corners and there is ample leg room. Tipping is minimized by the deep leg spread and balanced construction. The form-fitting plywood seat is protected by trimming within the steel framework of the desk. The curved plywood back rails add to the comfort with good posture.

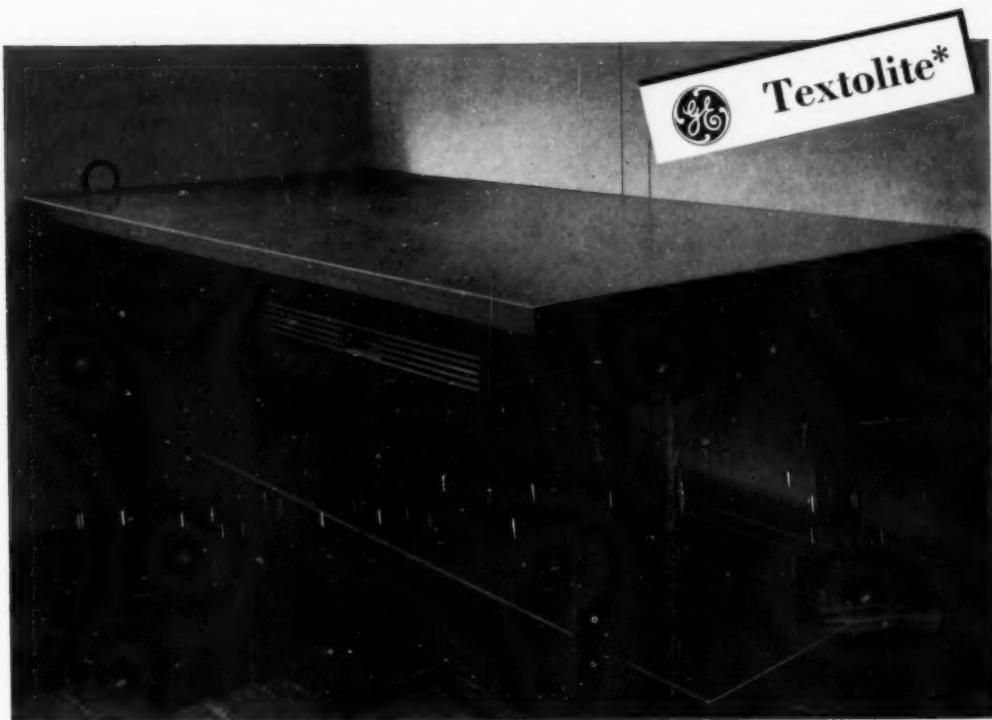
The Norcor Series 500 includes a desk styled Tablet Arm Chair with the same sturdy construction and comfort features of the new chair desk. It is built in 17 and 18 inch heights with a uniquely shaped tablet arm that provides a large writing surface and arm rest. **Norcor Manufacturing Co., Inc., Dept. CUB, Green Bay, Wis.** (Key No. 210)

Non-Slip Floor Covering

StepGrip is a new product for interior or exterior application to reduce hazardous footing around lavatories, kitchens, service pantries, laboratories, swimming pools and shower rooms. It is easily applied by unskilled labor and available in red and green as well as black. It can also be used for stair treads and ramps and may be applied to wood, masonry or metal, offering long wearing life and protection. **American Bitumuls & Asphalt Co., Dept. CUB, 200 Bush St., San Francisco 4, Calif.** (Key No. 211)

The newest tops for a New laboratory

at M.I.T.



WHEN M. I. T. ordered more than 500 new custom-built tables for a new Laboratory, G-E Textolite Blondwood was selected for the work tops.

G-E Textolite wears like iron and cleans like glass. It has non-glaring light reflectance and natural wood appearance. It cleans with the swish of a damp cloth. Textolite isn't stained by ink or foods — it resists boiling water,

ordinary chemicals, even burning cigarettes.

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What's New . . .

Drapery Track



The Spanorama is a new drapery or curtain track recommended for light to medium weight curtains. It utilizes the ADC principle of two balanced rubber wheels rolling on two parallel treads for smooth, effortless and quiet curtain operation. It is especially adaptable for use on small stages for curtains or on long window spans for draperies.

The new track is available in either aluminum or magnesium and includes ball-bearing sheaves on each end of the track as well as on the floor pulley. This facilitates drawing the curtain and gives easy and efficient curtain operation. Another new feature of the ball-bearing and pulleys is that they are adjustable to any point along the travel by merely turning the nut.

A specially designed splicing clamp has been perfected for extending or joining track sections when necessary. The Spanorama is available in 20 foot sections and the master carriers are so constructed as to provide an 11 inch overlap. Three types of floor pulleys are obtainable: standard type, tension type with spring, and adjustable. The recently introduced Tom Thumb curtain controls can be used with the new Spanorama track. **Automatic Devices Co., Dept. CUB, 116 N. Eighth St., Allentown, Pa.** (Key No. 212)

Permon Wainscot

Introduced after three years of research and field tests, Permon is a plastisized fabric wall covering intended primarily for wainscot use. It is manufactured by a special process whereby elastomeric resin compounds are fused permanently to a sailcloth backing. It is durable enough to withstand the constant scuffing, wear and impact of rolling equipment required of wainscot. It is attractive and decorative in appearance, is shrinkproof and easy to install, and is washable, stain resistant, stable in color and easy to repair if damaged. Permon can be applied over plaster, wall board, plywood or other surfaces.

Permon is manufactured for horizontal application when used as a wainscot and is supplied pre-trimmed. It is 48 inches wide and a standard bolt contains 30

yards. It is available in 13 standard colors, coordinated with the Fabron wall covering collection to permit the use of a variety of decorative combinations in harmony. Permon Adhesive for applying the product has been specially formulated and is waterproof, after drying, and mildew-proof. It is supplied ready to use. **Frederick Blank & Co., Inc., Dept. CUB, 230 Park Ave., New York 17.** (Key No. 213)

Snowhound Snow Plow

A new type of snow plow is introduced after three years of development and testing. It collects the snow through a screw-action rotor and propels it up and out of a directional chute. Thus snow cannot be compacted in front of the plow and slush and all kinds of snow can be disposed of. A heating device prevents the carburetor or governor from freezing in very cold temperatures.

Known as the Snowhound, the plow has a 17 inch plowing swath and is



powered by a 2 1/2 Briggs and Stratton 4 cycle engine. It is easily pushed, having three point suspension on two disc type steel front wheels and a semi-pneumatic rear wheel. It throws snow 10 to 15 feet, to the right or to the left of the machine, through a spring loaded chute which can be shifted. The height of cut can be adjusted to prevent scraping on sidewalks or gravel driveways. The rotor is chain driven, self-clearing of water and ice. The machine has independent clutch and throttle controls which make for starting ease. **Toro Mfg. Corp., Dept. CUB, 3042 Snelling Ave., Minneapolis 6, Minn.** (Key No. 214)

Wall Covering

An inexpensive wall covering simulating ceramic tile in plain and marbleized effects is offered in Trenwall. It has a special new enamel finish which is alkali-resistant, super-hard and has a high gloss that is durable and easy to clean. The especially processed Neofelt backing makes it flexible and easy to handle. **Sloane-Blabon Corp., Dept. CUB, 295 Fifth Ave., New York 16.** (Key No. 215)

(Continued on page 96)

MagneCordette

A new magnetic tape recorder-player with professional sound is now available for teaching use with radio, microphone or public address system. Known as the MagneCordette, the unit has a separate erase head and record reproduce head and includes 7 1/2 and 15 inch per second tape speed capstan for either speed. It is equipped with standard 7 inch reels but may be adapted to 10 1/2 inch reels. It is effective for teaching speech correction, music analysis, public speaking or drama courses and for any other tape recorder needs in the college.

The amplifier has two inputs, one for microphone and one for pick-up from radio or other equipment. The output feeds into any power amplifier or public address system. The unit is contained in a handsome cabinet and is easily installed and operated. **Magnecord Inc., Dept. CUB, 225 W. Ohio St., Chicago 10.** (Key No. 216)

Junior Vu-Graph

A lightweight portable version of the overhead projector is being introduced as the Junior Vu-Graph. It weighs only 23 pounds, including carrying case, and projects transparencies prepared from maps, photographs, drawings, sketches and the like onto a screen while the speaker faces the audience, in a fully lighted room. The unit is completely self-contained and requires no technical skill or tools in preparing it for use. It is only necessary to snap the folding headpiece into position, after removing the Junior Vu-Graph from the case, and to plug into the nearest electric outlet.

Bright pictures are assured by the unique optical system. The 500 watt lamp is cooled by forced draft and a mercury on-off switch permits silent operation. The Junior Vu-Graph has a 7 by 7 inch projection stage and gives screen images ranging from 39 by 39 inches to 98 by 98 inches, depending



upon distance. The unit is sturdily constructed of aluminum. **Charles Beseler Co., Dept. CUB, 60 Badger Ave., Newark 8, N.J.** (Key No. 217)

AT BOSTON UNIVERSITY

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Unitfold,
Folding Walls

View of classroom in College of Business Administration,
Boston University. Architects: Cram & Ferguson, Boston, Mass.



Continuous slate blackboard and recessed chalk rail emphasize functional uses for Unitfold folding walls. 7 panels form a solid, rigid wall 30' wide, 11' high. Installed 1939. No maintenance or repairs in 13 years constant use. Photo inset shows how wall sections fold back to stacked position.

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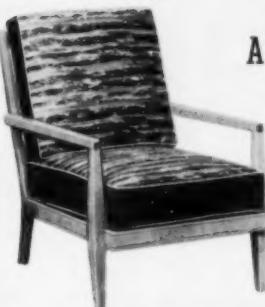
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What's New . . .

Automatic Washer



The new Troy Fullmatic is a fully automatic washer, designed to provide better control over washing quality which results in a reduction of tensile strength losses and less dependence upon skilled help. It provides unlimited formula flexibility as all settings are made simply on the Fullmatic Control Panel. After the desired formula is selected, the operator merely pushes the "run" button on the panel. The remainder of the washing operations are performed automatically, including the addition of enough soap for the soil content of each bath.

An entire day's work can be completed without refilling the special Fullmatic supply tanks which can be installed adjacent to the washer or in remote locations. The Troy Fullmatic Washer is the result of ten years of field research, engineering development and laboratory testing. It has been proved in actual laundry plant tests. **Troy Laundry Machinery Division, American Machine and Metals, Inc., Dept. CUB, East Moline, Ill.** (Key No. 218)

Dictaphone Telecord System

Combining the telephone with the Dictaphone dictating machine, the Dictaphone Telecord System provides greater letter and record writing efficiency. Up to ten telephones can be connected to a centrally located Time-Master dictating machine. Dictators simply pick up the handset and dictate into the centrally located Telecord Time-Master which can be any distance from the telephone connections. The recording is always clear.

Use of the system is simple and efficient. A simple stop-start button on the Telecord "phone" gives the dictator control of the Time-Master Dictabelt at all times until released. Handy switches make playback and correction simple. When the Dictabelt is almost fully dictated, a buzzer alerts the dictator to the "approach zone" so that he can finish his dictation before the final signal indicating that the Dictabelt is being

changed. The monitor at the central station can see the Dictabelt at a glance, permitting change at efficient intervals. With this system dictation facilities can be made available to anyone requiring them without tying up machines or the time of secretaries or stenographers. **Dictaphone Corp., Dept. CUB, 420 Lexington Ave., New York 17.** (Key No. 219)

Arc Slide Projector

Size and brilliance of pictures comparable to large screen theater projection is possible with the new universal high intensity arc slide projector. It is designed for use in classrooms and auditoriums and is particularly effective where there is difficulty in darkening the room. The projector accommodates 2 by 2 inch, 3 1/4 by 4 inch and 4 by 5 inch slides. The special blower cools so effectively that even dense slides are undamaged when projected for as long as an hour.

The high intensity arc projects a snow-white light for greater picture brilliance. The projector is simple to operate and needs only to be plugged into



any 110 volt A.C. outlet. It is economical of carbons and has an effective optical system. The projector is 78 inches long and the legs permit adjustment of the optical center at heights from 36 to 55 inches. **The Strong Electric Corp., Dept. CUB, 52 City Park Ave., Toledo 2, Ohio.** (Key No. 220)

Peeler Stand

The Univex Mobile Stands for Univex Vegetable Peelers are built of mild steel for neat appearance and strength. The portable vegetable peeler is placed on the mobile stand which, built like a cabinet, provides extra storage space. Peelings drain into the special peel trap within the unit or stand and peeler can be rolled to the sink and peelings, which are pulverized, flow down the regular drain. Ball-bearing casters make the stand easy to move to any desired location. Four adjustable "stays" firmly secure the peeler to the stand and do not allow it to tip, vibrate or travel. **Universal Industries, Dept. CUB, 360 Mystic Ave., Somerville 45, Mass.** (Key No. 221)

(Continued on page 98)

Plastikspray Process

The new Plastikspray Process provides a tough, sanitary, washable, colorful and attractive coating for wall and ceiling areas. It consists of spraying a liquid vinyl plastic of the Cocomol family on any kind of surface to which it will adhere permanently, forming a flexible jointless plastic sheeting. While the cost of the process is not inexpensive, it is less than that of cemented-on vinyl plastic coverings.

The process results in a hard, resilient, durable finish which will stand up under hard wear in heavy traffic areas such as halls, corridors and auditoriums, as well as in kitchens, classrooms and for general use. The company also supplies a new type of inexpensive, highly resilient flooring made by spraying vinyl plastic on 1/2 inch felt. The resulting product has the softness of carpeting and approximately the same wearing qualities as linoleum.

The process can be supplied in any one of a number of colors, protects against corrosion, is waterproof and non-porous, does not support combustion and is stainproof, acidproof and fungi-resistant. **Progressive Industries, Inc., Dept. CUB, 48-48 Van Dam St., Long Island City 1, N. Y.** (Key No. 222)

Presto-Splicer

The Presto-Splicer Pro Model is designed to splice 16, 35 or 70 mm microfilm, motion picture magnetic film, roll film and x-ray films without scraping or the use of cement. The splice holds up even under hot developing processes. The splicer handles all types of safety film bases and can be used for raw stock, short ends and processing of amateur film. Splicing can be done in the darkroom if desired. The machine is simple to operate and executes an expert splice.

The principle of the Presto-Splicer Pro Model is a combination of controlled heat and pressure, applied in precise, automatically controlled time cycles. The splice itself does not add any thickness to the film and the butt-welded ends



produce a homogeneous bond with no loss of picture or sound. **Prestoseal Mfg. Corp., Dept. CUB, 38-41 Queens Blvd., Long Island City 1, N.Y.** (Key No. 223)

"The modern university ...is a factory of new knowledge"

—T. H. Huxley



Huxley was right in more ways than one. Not only does the modern university "manufacture" a "product"—perhaps the most precious product in the world—but also, like a factory, it includes a tremendously complicated physical plant.

Naturally it's sound common sense to choose for your buildings equipment that will make your job easier. Crane valves, fittings and fixtures, for example. Crane is the preferred school plumbing for these big reasons:

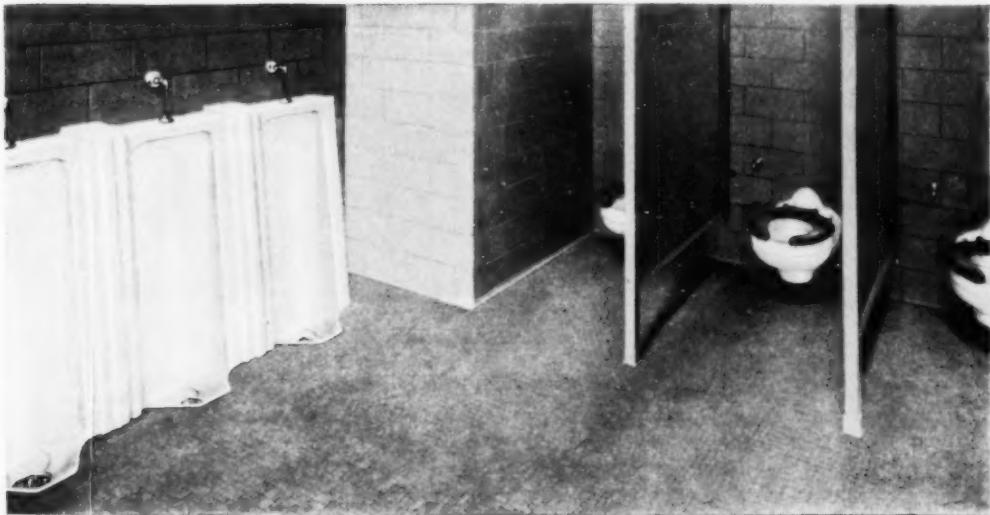
Durability—students for decades to come will use the Crane fixtures you specify today.

Ease of Servicing—exclusive Crane Dial-eze and Magicclose faucets (with the renewable cartridge) mean longer life.

Ease of Maintenance—smooth, glistening surfaces are easy to clean, help stretch maintenance budgets.

Reputation—The Crane reputation for quality has ready acceptance with boards and committees who approve budgets.

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What's New . . .

Portable Transcription Player

A new low priced high fidelity portable transcription player, Model 10P2, is being introduced by Califone. A variable reluctance cartridge for playing all types of recordings, including 16 inch



transcriptions, is a feature of the new model. It has the Califone wrist-action pick-up arm with adjustable needle pressure and all steel player base for rigid construction.

An entirely new 6 watt straight AC amplifier is used in the 10P2. It produces sufficient volume for an audience up to 500 persons with minimum distortion and wide frequency range. Separate tone controls are provided for adjusting treble and bass and a microphone input with a separate mixer control permits blending voice with music from the turntable. It is encased in a typewriter-style case for maximum speaker baffling, is finished in silver-gray with a kickproof grill protecting the 8 inch heavy-duty speaker, and is light in weight. Califone Corporation, Dept. CUB, 1041 N. Sycamore Ave., Hollywood 38, Calif. (Key No. 224)

Photo Paper Dispenser

Sensitized photo paper can be safely stored and easily dispensed, one sheet at a time, with the new Ejector Paper Safe. A push of a lever releases the sheet of photo paper when needed. The dispenser is compact and lightproof, durably constructed and finished in black crackle. It is available in sizes to handle 8½ by 11 and 8½ by 14 as well as 5 by 7 and 8 by 10 photo paper. General Photo Products Co., Inc., Dept. CUB, Chatham, N. J. (Key No. 225)

Odorless Enamel

The new Sapolin Subdued-Lustre Enamel is odorless and self priming. It resembles a flat finish in appearance, yet is a hard wearing enamel which can be washed and resists steam, grease, hot water, grime, dirt, heavy wear and scuffing. It is ready mixed, available in a full range of colors, and requires no undercoater or special primers. It covers most surfaces with one coat, and is applied by brush, spray or roller. Sapolin Paints Inc., Dept. CUB, 229 E. 42nd St., New York 17. (Key No. 226)

Sectional Cafeteria Equipment

Flexibility of arrangement and economy are features of the new Silvercraft sectional units for food serving and food preparation. The line consists of plain units, steam table units, cold pan units, griddle units, urn stand units and several refrigerated units. With the basic sections rolled doors, roller drawers, shelving and other accessories are available to make up complete units for cafeteria counters, back-bar counters, food serving and preparation counters, or as individual units.

Units are available in 3, 4, and 5 foot lengths, each 2 feet wide and 34 inches high. Working surfaces are stainless steel or sectional maple and cabinet bodies are of furniture steel. Units and fittings are of welded construction and bodies are pre-punched for easy assembly. They are available in baked enamel hammerley finish in white and four colors. Silvercraft, Inc., Dept. CUB, P.O. Box 107, Louisville 1, Ky. (Key No. 227)

Stain-Resistant Tablecloth

Woven of fine quality cotton, "Magic Weave" tablecloths can be wiped clean with a damp cloth. They are treated on one side with Du Pont Fabrilite, a stain-resistant finish which does not chip, crack or peel, nor does it wear out at the corners of the table. It is resistant to hot coffee, fruit acids, alcohol, fats, greases and other foodstuffs. The cloth can be washed in mild suds and warm water and ironed on the uncoated side without affecting the coating which is impervious to heat or cold. Strong bleaching compounds should not be used but boiling water does not change the color or quality of the coating.

The tablecloth is available in white or solid colors, as well as attractive designs in white on white and color on white. Brandwein & Co., Dept. CUB, 6 E. Lake St., Chicago 1. (Key No. 228)

Paint Deodorant

Classrooms, dormitories, student union rooms, waiting rooms and other areas can now be painted and immediately reoccupied without discomfort because of paint odor. A few drops of "Mask," a chemical product developed after years of research, are stirred into any paint product to mask out all offensive paint odor. It is effective in enamels, oil, water and rubber base paints.

When "Mask" is used students in other rooms are unaware of painting in adjacent rooms or corridors since there is no paint odor. "Mask" is inexpensive and does not affect any paint characteristic other than the odor. Duncan-West Corp., Dept. CUB, 624 S. Michigan Ave., Chicago 5. (Key No. 229)

(Continued on page 100)

Spirit Duplicators

A full line of spirit duplicating material, carbons, ready-to-use master-sets and miscellaneous spirit duplicating products has been added to the line of mimeograph and lithograph products manufactured by A. B. Dick Company. The new A. B. Dick master-sets and spirit carbons are designed to ensure stainproof handling. A protective metallic coating protects surface and edges of the carbon sheets for clean handling.

Master-sets and spirit carbons are offered in conventional purple and in red, blue, green and black. All are designed to assure clear, brilliant copies and provide the maximum number of copies. A full line of A. B. Dick impression papers for mimeograph, spirit and off-set duplicating is also available. A. B. Dick Company, Dept. CUB, 5700 W. Touhy Ave., Chicago 31. (Key No. 230)

Anti-Slip Floor Finish

Grip-Kote is an anti-slip floor treatment containing enough carnauba wax to respond to buffing but eliminating the excessive pliant qualities of wax. It dries quickly to a high, hard gloss and is non-tacky, water resistant and long wearing. It can be used on all floors but is especially adapted to asphalt tile. Continental Car-Na-Var Corp., Dept. CUB, Brazil, Ind. (Key No. 231)

Dustless Sander

Designed especially for rough sanding or finishing in maintenance departments and new construction, the new dustless sander, Model 503, can be used on wood, metal, plastic and glass. It is



suitable to prepainting preparation, resurfacing desks and furniture, fitting doors, drawers and millwork. The powerful vacuum system picks up 85 per cent of the sanding dust, prevents the belt from clogging and speeds up the work. The low-slung, large capacity dust bag keeps out of the way of the work and can be moved to the right or left of the rear handle. The new sander is ruggedly constructed and the improved design permits better results. The Porter-Cable Machinery Co., Dept. CUB, Syracuse 8, N. Y. (Key No. 232)

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POTS - PANS

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DISHES SPARKLE

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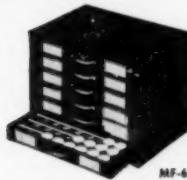
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Vol. 13, No. 4, October 1952

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99

What's New . . .

Product Literature

- A new 16 page catalog on "Wayne Rolling Gymstands" has been issued by Wayne Iron Works, Wayne, Pa. The catalog carries discussions on such features of Wayne Rolling Gymstands as safety codes, maintenance, operation, stability, space saving, comfort and appearance. There is a section devoted to planning aids for gymnasium seating and sample specifications for ordering. The text is illustrated by photographs, floor plans and line drawings of installations. (Key No. 233)
- "Modern Sanitation Practices" is the title of a brochure on sanitation procedures in institutions released by Klenzade Products, Inc., Beloit, Wis. The maintenance products information is supplemented with illustrations, charts and diagrams. (Key No. 234)
- A new catalog has been issued by The Russell & Erwin Division of The American Hardware Corp., New Britain, Conn., describing the "Stilemaker" Heavy-Duty Cylindrical Lockset. The catalog contains data on re-keying, complete installation information and description of functions. (Key No. 235)
- Two new booklets illustrating elevator door and entrance designs have been published by the Otis Elevator Company, 260 Eleventh Ave., New York 1. Eighteen basic decorative door designs, applied to both single-slide and center-opening or two-speed elevator doors are illustrated in "Ornamental Designs." "Special Entrance Designs" is the title of a folder showing 42 distinctive elevator entrance treatments. (Key No. 236)
- Tough and durable coatings employing Vinylite resins that resist abrasion and scuffing, moisture, food, ink, oil and grease and most chemicals are discussed in literature contained in a folder on "Bisonite for Chemical Resistance." The many types of coatings and their uses are discussed, including the use of Bisonite coatings to protect and renew floors. How the coating renewed an auditorium floor which was worn thin by constant maintenance should be of interest to administrators and maintenance men. The folder is available from Bisonite Company, Inc., 128 Lakeview Ave., Buffalo 1, N. Y. (Key No. 237)
- How different types of plumbing fixtures affect the over-all cost of a building and the cost of maintenance of sanitary facilities is discussed in a booklet, "You Can Build It and Maintain It for Less a New Way." The 32 page booklet, available from J. A. Zurn Mfg. Co., Plumbing Division, Erie, Pa., presents ideas resulting from the experiences of engineers, architects and contractors and the text is illustrated by photographs, drawings and blue-prints. (Key No. 238)
- A revised leaflet is being offered by the Eastman Kodak Co., Rochester 4, N.Y., giving hints for better movies and slide projection. The leaflet, entitled "Effective Projection of Movies, Slides and Slidefilms," lists basic equipment required for a successful show, gives suggestions on extra equipment that is desirable and lists in detail the advance preparations that should be made. (Key No. 239)
- A new 48 page pictorial Catalog No. 85 has been issued by The George F. Crain Co., 730 E. Washington St., Indianapolis, Ind., publishers of globes, maps and charts. It contains many colored illustrations and complete information pertaining to graded teaching aids which logically supplement other visual teaching materials. (Key No. 240)
- The story of the St. Louis plant of the Fisher Scientific Co., 717 Forbes St., Pittsburgh 19, Pa., is told in a booklet entitled "Serving Laboratories in the Midwest Area." The fully illustrated brochure gives information on each department of the plant and the facilities and materials available. (Key No. 241)
- The story of Labelon "write on it" tape is told in a new folder published by Labelon Tape Co., Inc., 450 Atlantic Ave., Rochester 9, N. Y. The pressure sensitive plastic tape for attaching to any smooth surface is resistant to dirt, oil, water and acids and is unaffected by temperature changes. Permanent marking on the tape can be done with a pencil, stylus or dry ball point pen. Data includes the colors and widths available, roll lengths and types of dispensers. (Key No. 242)
- A 20 page handbook entitled "ABC's of Rolled Glass" has been published by the Mississippi Glass Co., 88 Angelica St., St. Louis 7, Mo. It is designed for architects and engineers, administrators and others concerned with specifying and planning installations involving the use of glass. The primary functions of Mississippi glass products are discussed including diffusion, decoration, protection and heat absorption. Patterns are classified by types, uses are cataloged and complete specification data and pattern characteristics are incorporated. The catalog is profusely illustrated. (Key No. 243)
- The new Spring-Air Institutional Catalog features mattresses, box springs, head boards, steel bed frames and legs for institutional use. Informative data on Spring-Air construction, specifications, descriptive details, qualities for various purposes and a list of Spring-Air plants make the catalog an important reference booklet. The catalog is issued by The Spring-Air Co., Holland, Mich. (Key No. 244)
- Three new booklets have been released by the Engineering Products Department of the RCA Victor Division, Radio Corporation of America, Camden, N. J. They cover features and applications of the RCA 16 mm. sound film projectors, the RCA 16 mm. magnetic recorder-projector and a wide variety of RCA sound products. The brochure on the magnetic recorder-projector tells the story of magnetic striping of films for personalized sound recording in the 16 mm. field. A 20 page catalog describes in detail more than 50 items of equipment in the company's sound products line. A 12 page pamphlet gives details on the RCA "400" Senior and Junior 16 mm. sound film projectors and accessories. (Key No. 245)
- Bulletin #125 describes the new Barnstead Purity Meter, an electronic testing device for determining the purity of either distilled or demineralized water. The instrument gives readings directly in parts-per-million. A conversion table shows the equivalent resistance and conductance. Issued by the Barnstead Still & Sterilizer Co., 124 Lanesville Terrace, Forest Hills, Boston 31, Mass., the bulletin has a section devoted to the Barnstead Conductivity Diverter, an automatic control device. (Key No. 246)
- The first packet of quantity recipes employing canned apple slices, prepared apple sauce and apple juice is now available from The Processed Apples Institute, Inc., 30 E. 40th St., New York 16. The set of 14 recipes covers appetizers, hot and cold entrees, vegetable and relish dishes, desserts and pies. It is the result of several months of research into institutional requirements preceding actual development and quantity testing of the recipes. (Key No. 247)
- A new 4 page bulletin on "Special Maintenance Coatings" has been issued by United Laboratories, Inc., 16801 Euclid Ave., Cleveland 12, Ohio. It describes the use of various products for rust prevention, painting over damp areas, weatherproofing and decoration of exterior masonry, interior waterproofing and other special maintenance work. (Key No. 248)
- "Modern Sandwich Methods" is the title of a 16 page board cover, spirally bound booklet prepared by the Consumer Service Department, American Institute of Baking, 400 E. Ontario St., Chicago 11, and offered at 25 cents per copy. The booklet was prepared for those handling large quantity food service and was designed to help develop easier and better methods of making sandwiches for mass feeding. The manual covers working areas, sanitation standards, food handling and simplified job methods and has a full page chart of a variety of sandwich arrangements. (Key No. 249)

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- 247 Processed Apple Recipes
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- 248 "Special Maintenance Coatings"
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